PUTTING IT ACROSS

WILLIAM H. LEACH

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BY

WILLIAM H. LEACH

EDITOR "CHURCH MANAGEMENT"

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TO

ONE WHO HAS THE HAPPY FACULTY OF

PUTTING THINGS ACROSS

BOOTHE COLWELL DAVIS, S.T.D., LL.D.

PRESIDENT OF ALFRED UNIVERSITY

THIS BOOK IS AFFECTIONATELY DEDICATED

PREFACE

One cannot long be active in any voluntary association without appreciating two things. One is that most of such societies accomplish very little for the motions they go through. The second is that one man will succeed where others have failed, not because of greater will power, but because of a conscious or instinctive grasp of certain laws of leadership.

Much has been said and written of leadership in religious, business and professional life. Comparatively little has been said about leadership in our voluntary association. Our societies and organizations have depended upon inspirational leadership. Capable leadership there has been, but when a leader has left, organizations have languished and died.

This little book is an effort to help those who are struggling with the problems of their organizations. Committees may be ineffective and work is but half finished because willing leaders do not know what to do next. If the problem were a parliamentary one there would be a "Rules of Order" to appeal to. It is not so easy to find help for executive and expressional difficulties.

Much of the material has been worked out in the blazing fire of parish activities. It is the product of the firing line rather than of

the cloister. We must recognize, however, in this introduction, an indebtedness to two summer schools which dealt with executive material. The first was the Summer School for Commercial Secretaries conducted by the American City Bureau at the University of Wisconsin in 1920, and the second was the National School for Commercial Secretaries at Northwestern University in the summer of 1922. In these schools the technic of organization reaches a high level. The author appreciates their generosity to one outside of the profession who stepped in in search of knowledge.

We must also express our indebtedness for verses used in introducing the chapters to Mr. Edmund Vance Cooke, Mr. Rudyard Kipling, *The Success Magazine* for the verse of Mr. Croy, and the Reilly & Lee Company for the several verses from the works of Mr. Guest. In other instances we have not been able to locate the source of the quotations. And probably to be fair we should likewise acknowledge an indebtedness to those many folk who from time to time, in many activities, have helped us to test the forces which move men to action.

W. H. L.

Buffalo, N. Y.,
December, 1924.

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PUTTING IT ACROSS

CHAPTER I

THE MAN

Somebody said that it couldn' be done,
But he, with a chuckle replied
That "maybe it couldn't," but he would be one
Who wouldn't say so till he tried.
So he buckled right in with a trace of a grin
On his face. If he worried he hid it,
And he started to sing as he tackled the thing
That couldn't be done, and he did it.

AUTHOR UNKNOWN.

WE have been told that man is gregarious and that he instinctively organizes. This is true. From the beginning of time he has had his organizations and the weak have gathered around the strong. Leadership in the family, the clan and the tribe may have been a matter of heritage or it may have been a matter of supremacy on the battlefield. Sons of rulers were undoubtedly better trained to rule than those born outside of the reigning family.

Ability to lead depends a great deal on environment as well as personality.

In no time of history, however, have organizations played so large a part in the life of society. The world is filled with organizations. We have political parties, business organizations, religious institutions, lodges, clubs, organizations for recreation, philanthropic organizations. Hundreds of thousands of these are meeting every day in the week and they are all considering one vital thing.

That thought is this, "How shall we get this across?"

It may be a committee from the church anticipating a financial canvass or a political organization seeking votes; it may be a woman's club which is adopting some advance program or a Red Cross organization seeking to stamp out tuberculosis. But in practically every meeting that question is consciously or unconsciously asked. And in most of these organizations the answer is made by naming a man.

The most of people will admit that they have no ability to originate plans and lead the others into the accomplishment. They are willing to work but they want a leader. Usually there is some one person who has proven successful in similar enterprises and following the line of the least resistance they draft him into this

service. Then the work goes ahead. Its success or failure will depend largely upon the ability of that one man.

One gets a splendid illustration of this if he will go back a few years to the strenuous days of the war period. America has never had a greater impulse to put men at work than was offered in those days. Every town was straining itself to sell its allotted quota of war bonds or to contribute its allotted amount of relief funds. Every campaign was based on some personality. Towns that fell short did not do so because of lack of wealth and opportunity, but rather because of lack of leadership. Other towns surprised everybody by their great giving ability. Again it was the matter of a leader.

Men who did not dream that they were instinctively executives found that they had ability to lead men to success. Others who believed that they were leaders found that their real ability was limited to speech making and that others must organize and conduct the campaign for them. A man in the city of the writer was so successful in directing Liberty Loan campaigns that he was asked to assume charge of a campaign for endowing a local university. His leadership here proved so effective that over five millions of dollars were pledged for the new institution. The local

work of another man brought to him the task of organizing the nation for a campaign. Another professional man was so very successful as a war time executive that he afterwards changed from his profession to a business career.

THIS ABILITY IS SOUGHT AFTER

This ability to direct men and to secure a response is one of the most sought for qualities in life to-day. Business is looking for good executives.

Says Walter Dill Scott in *Influencing Men in Business*: "The young man looking forward to a career sees that that man who has unusual ability in handling men is sure to attain the position of superintendent or manager; but the man who has great cunning in handling material things is not thereby assured of a position above that of a skilled mechanic."

Churches are crying for ministers who are not alone good preachers and pastors but who are good executives in the directing of the work of the church. Business clubs and commercial organizations prize this ability so highly that they pay good salaries to commercial secretaries who know the way to influence men and put things across. It is the prime quality in the leader of a political party. Voluntary organizations rise or fall, according as the leaders know how to move men.

LAME ORGANIZATIONS

Many organizations are lame because their leaders lack a comprehension of their work. They do their work but they do it haltingly and imperfectly. Who has not been at a gathering which is proposing to do some work and suffered mental anguish as the chairman, honest in his intentions, deliberately passed by men and women who were anxious to serve.

Some men seem to lack ability to understand the desire of others to serve. Churches go out on a canvass with a half-dozen men when there are dozens ready and eager to go. One of the faults we are apt to acquire by staying on the same job for a long time is a lack of appreciation of the job itself. Leaders are continually feeling that they must constantly depend on a mere handful of workers when a little effort would show that there are many waiting to serve.

Another type who will cause a lame organization is the man who is really brilliant and full of "pep" but who has no appreciation of the psychological reactions of the human mind. We have seen him fail and wonder why. There are two types of mind: the executive and the intellectual. There is no reason why the intellectual should not also be the executive but it is not usually the case. Scientists, scholars,

musicians and learned professional men have not usually been good executives. Here and there we have made mistakes by placing a professional man in the chairmanship of an important committee because he is brilliant or because he is well known. Usually the cause has lost in the end by such shortsightedness.

Recently a twenty-year-old boy assumed the chairmanship of an important committee and got away with it a great deal better than the professional man who had held the same office for years. Situations in which a brilliant man often throws up his hands in despair another person will take care of without any apparent difficulty. Preachers sometimes preach on removing mountains of difficulty when they can't adjust themselves to get on speaking terms with some of the disturbers in the church. It is well to remember that intellectual brilliancy is no indication of the power of leadership.

Another leader who produces a lame organization is the chairman who insists on doing all of the work himself. He cripples his own organization. Many committees elect a chairman to do all the work but he ought to be wise enough not to do it. Perhaps some military tactics must be used to get the other fellow at work but it is wise to use them. If he will go at it in a quiet way, assigning the vari-

ous tasks and holding the various members before the limelight, he can get them at work. But if he lets the committee do all of the assigning of jobs to him he will soon be a general errand boy for the entire committee and if the committee falls down in its work everybody will hold him responsible. The wise chairman of a committee which fails will analyze the task and make the persons who deserve it assume the responsibility.

IS THIS ABILITY A GIFT?

To many people it is. Napoleon was a great executive by nature. Statistics show that the executive of ability is usually a tall man weighing around one hundred and eighty pounds. Napoleon was neither tall nor heavy and yet men worked for him. Enoch Burton Gowin in his study of executives insists that John Wesley, similarly a small man, was a great executive. Doubtlessly many of the best executives of history have had this remarkable ability as a gift of heritage or nature.

It has been called a knack or tact. People have made proverbs about it. We are taught that "sugar will catch more flies than vinegar" and that it is better to "put ten men at work than to do ten men's work." But more and more we are coming to realize that it is a qual-

ity which can be acquired and that it is a very valuable one to have.

We have lived in a day of rabid individualism. "I don't care what other people think or say," has been the cry of the self-styled brave. Now we are beginning to realize that we cannot live separately in that way and that the mental and social reactions are normal and sure. So we are a little more anxious to get along with people. Most of the failures in life come from this inability to cooperate with others.

There is a frequent expression in the letters of George Washington by which many of us might profit. Washington knew what it was to find disappointed and inefficient men. It would grieve him sorely. And in his letters at times like these he says several times, "Well, if we can't have people as we want them, we will have to take them as they are."

The executive is the mechanic who deals with men. He must know them and know how to use them. He is neither prophet nor teacher. Oratory may count in his work but it is not his task to make an oration. There may be times when he must speak harshly to those under him or administer punishment to them, but the man who knows no method except scolding and driving will not get very far in the world of to-day. He must use men and women with the

same cool precision that the mechanic uses his tools. He will have to estimate the strength and ability of this one and of that one. Personal prejudice or passion mixed with the task he has in hand will destroy himself.

Recently the author heard a conversation which will illustrate this latter thought. A member of the committee in an effort to evade responsibility passed some remarks to the chairman which were rather unpleasant. The chairman gave no impression that he had even heard them. After the meeting one of the men spoke to him. "If he had said that to me, I would have ordered him from the room," he told him.

Again the chairman appeared indifferent.

"That wouldn't have gotten this work anywhere," he said.

This actually happened, although it is an extreme instance. The chairman had the mind of a leader of men. And the man who spoke hastily that day actually produced in the work of the committee.

CHAPTER II

GETTING ORGANIZED

For this and that and various things
It seems that men must get together,
To purchase cups or diamond rings
Or to discuss the price of leather.
From "When Day Is Done"
by Edgar A. Guest.

Many of us belong to organizations which have old and honorable histories. They were possibly organized at a time when organizations were static rather than promotive. The spirit of the old is seen in the debating club or the literary society. In these societies it was necessary to be devotees of parliamentary laws and know the principles of good address. The spirit of to-day is different. Every live organization is trying to do something. So for convenience in the present treatise we are dividing the new organizations from the older ones. The difficulties in the organizing of a group of men or women for a purpose is not so great as that of attempting to make an old type of organization function in the modern way.

A few years ago a village in which the writer lived had some agitation for an organization of its business into a Board of Trade. A few men had talked it over and they pictured to others the way in which the town was falling behind its neighbors. So they decided to organize. The village paper urged people to attend a great mass meeting which was to be held. Speakers from the city would bring the message. Printed dodgers were distributed from door to door. Several hundred people turned out and were impressed with the need of the new organization. A president was elected together with two or three other officers. A second meeting, not quite so enthusiastic, was held a month later. Meetings are still being held if they can get the necessary quorum of fifteen men together.

The history of that Board of Trade has been repeated thousands of times. I remember hearing a speaker at the organization of a men's club speak a great truth. "I have been present at the birth and lived to see the death of many men's clubs," he told them. He has also lived to see the death of the club organized that night. They are not dying quite so fast now, for men are learning the principles which give their organizations life. Some of these principles we will try to state.

THE PURPOSE OF THE ORGANIZATION

Any organization to survive in the modern race must have a purpose in existing. The purpose must be one which can be justified in the public mind and one for which there is a necessity. The idea may originate in the mind of one man or in the discussion of several, but there must be the conviction that the organization is the right way to accomplish something which is desirable. Many social organizations may not necessarily be public necessities but there must be some justification for existence if one expects to gain the ear of others and win them to the cause.

Most people are crowded for time in the way we live to-day. Their energies are divided between many things and they ultimately are going to place them where they feel that the biggest returns are secured. These returns are not always selfish. Men and women like to see their lives count for something. They are going to ask:

What is this organization for?
What is it going to do?
Who is back of it?

WELL THOUGHT OUT PLANS

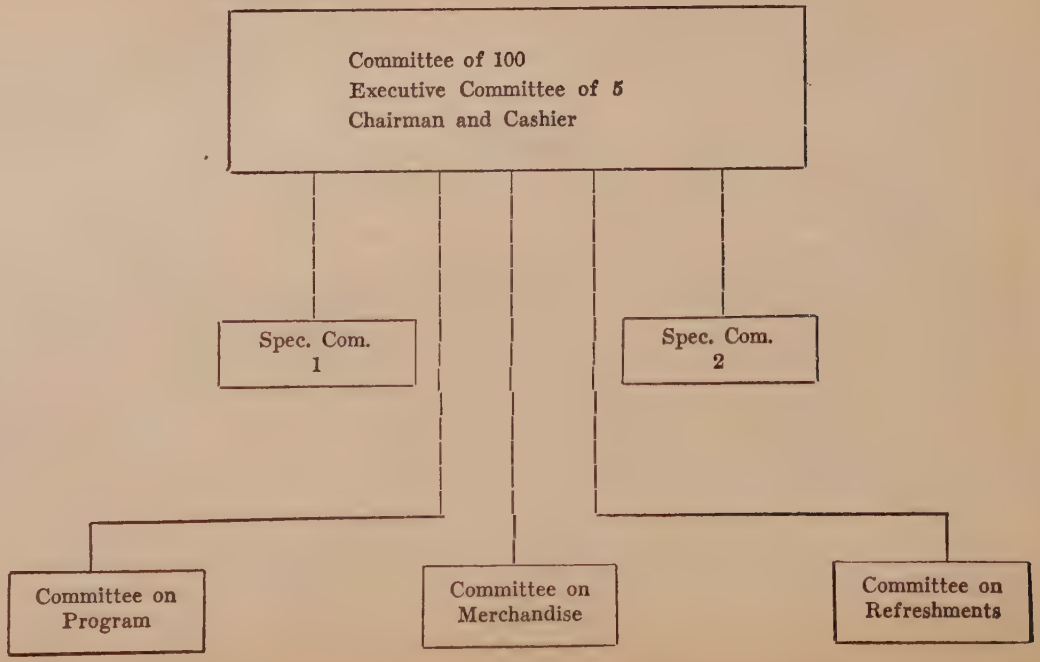
The great trouble with the Board of Trade organization, mentioned before, was the lack of

definite plans for the operation of the society. The man who did most to promote the idea was chosen president. He was strong on idealism and he was weak in definiteness in working out his plans. The mass meeting elected fellow officers as indefinite as he. The result is not to be wondered at. An organization cannot originate its own plans. There must be a mind which has charted a course for it to go.

The promoters of the idea should guard against premature development. Enthusiasm may make a great meeting but knowledge and leadership are required in working out plans and securing accomplishments. There is danger in that public mass meeting. It seems inbred in some people to want to have a band present everytime they try to do anything. If a band is desirable at all, the best time for it is when there has been a real accomplishment or when the preliminary work has been so well done that the publicity will be an aid to well organized plans.

There is much to be said against the mass meeting type of organization. A pretty good method is to begin with a few men in a simple form of organization and then to allow the organization to grow with the idea. One thing is certain. It is a great deal less embarrassing if the organization falls down. This cannot be carried to a principle, however. It must de-

ORGANIZATION FOR AN INDOOR CARNIVAL



EXPLANATION OF CHART

This set-up was for the promotion of an indoor carnival. A committee of 100 was chosen who in turn elected an executive committee of five. This committee was organized with a chairman and a cashier. A cashier was chosen instead of a treasurer for at the completion of the three days' carnival the money was turned over to the permanent treasurer of the club.

Two special committees were appointed to do specific tasks of promotion which was part of the work of the executive committee. No. 1 promoted an advertising program. No. 2 promoted a memorial for the building. These committees were line committees in as much as they had to report back to the executive committee for authority to act.

The three major committees were functional committees. They elected their own chairmen and secretaries and did their work as a complete organization.

The chart sketched on a blackboard made the line-up clear to all interested.

pend upon the conditions. There is no question but that in instances of public charity drives or movements which require the simultaneous response of the entire community that public meetings and much publicity are a necessity.

But there is a warning. The preliminary work must be done to do the work effectively. Those responsible for the organization must have a program in mind for that meeting and they must have the matter in charge so that they know that any appointments will not be left to the whims of the meetings.

VISUALIZE THE PLANS

More and more we are relying upon visualization to carry the idea from one mind to another. Movements and organizations grow complicated. A minister with a map on the wall of his office can make me see his parish with its various groups much easier than he could tell it to me. A chart made on paper or on a blackboard will show just the type of organization and the way in which it is going to work much better than words can explain it. One of the things we learn in working with men is their inability to grasp some things which to us seem quite simple. And yet if they don't get the idea we cannot expect their wholehearted support.

GETTING THE OFFICERS TOGETHER

Assuming that the officers or board of directors have been selected, it becomes the duty of the new chairman or president to call them together for deliberation and action. If they have been thoughtlessly chosen by a mass meeting the chances are that the president will have a serious time on his hand getting started. If they have been hand picked the initial problem will be much easier. James A. McKibben in his pamphlet on organization lays down a rule for the associates of any organization which is vital. He insists that if a committee or body is selected for deliberation alone it is well to have it consist of diverse elements. The result is that the different personalities will bring the several sides of a situation to view. If, however, action is required, that is, one which is to put through a program which has previously been decided upon, discordant elements are undesirable. Variety of opinions may be the spice of a debating society, but it is sure to be an impediment to progress in an organization which is trying to put across a program.

Constant reiteration to the debating society is made in this study simply because it offers a splendid illustration of the type of organization which is intellectual rather than active;

deliberative rather than suggestive. Attaining this distinction is vital in organizing for service. Nations, states and cities, as well as voluntary societies, are suffering from leaders who are under the impression that their duty is to discuss and display, rather than perform some vital service. The world has seen enough of the demagogue politician who thinks that nations are to be saved by clever political speeches rather than by service. These things are all right in their places but societies to-day are being organized for accomplishment, not merely for deliberations.

Of course deliberation has its place. Before a program is adopted every side must be thoroughly thought over. No adopted program will be perfect. But when the time comes to put it across it is a strategical error to discuss the merits of the program. Discussion weakens action. This has previously been taken care of. The command has now been given to "go forward."

The wise general will place his plans before his advisory committee and go into the details thoroughly with them. He will give here the chance of discussion but will insist that when a matter is settled it is settled. He will meet sometimes with the individual who will agree in the conference but who will offer disagreements outside. It is one of the unfairest

things any worker can do. If he is permitted to continue that policy the entire plan will be handicapped. The chairman will make it plain that every one will have freedom for discussion in the executive meetings but that the decisions of the meeting must be backed up by each individual member. Here we see the wisdom of having men who can agree and who will be loyal enough to stand by.

LITTLE THINGS

There are some little things which will develop into big things unless the chairman takes them in hand at the very first. He must see that there is a division of labors and each person knows what his duty is. He will insist that the secretary take the minutes of the meeting and that they are reviewed each time. The only time to begin this is with the first meeting. He will make it plain that the meetings of his committee will be called in some specific manner. It may be by notices sent by the secretary or at some regular date. Preferably, it will be at some regular date with a notice from the secretary to check up on the members. If money is to be received he will make it plain who will receive the money, how receipts are to be issued and by whom, and just what records are to be kept. It is easy to say that the various officers will have sense enough to take

care of these little things. The fact, shown by experience, is that unless these technicalities are taken care of in the right way from the first, they will take more energy from the conscientious president than most any other feature of the work.

THE AGENDA

The chairman will have the duty of keeping the meeting to the agenda or program of work. He will carefully map out the work to be covered by a certain meeting and will make sure that too much is not attempted and that too little is not done. This step-by-step analysis will be treated more fully under committee organization, but it is very important in this respect. See how cleverly Mr. Hughes, secretary of state, used this as he presided over the Washington conference of 1921. He kept the conference on one thing at a time and did not permit matters outside of the agenda to be brought in. To the newspaper correspondents he said:

"The agenda is our chart, here is where we have arrived to-day. We are moving in this or that direction, I shall have nothing to say about what we find when we arrive until we are there, then you shall know everything."

APPOINTMENTS AND COMMITTEES

The first meeting of the executive board will assign the work to various individuals or committees. They will vary with the type of work which is to be done, but conscientious thought will be given to each appointment. It will be made clear whether each committee is one for investigation or whether it has the power to act. It will be made clear whether the report is to be made to the executive board or to the larger body as a whole. The chairman of each committee will be directly informed and will be given his definite task with the list of helpers.

Now the organization is nearing completion. Action and service can be looked for. The time of the next meeting will be set and each worker asked to have a report ready. The chairman can check his agenda to see how far matters have gone and if satisfied he can ask for adjournment. He must keep in mind that certain things may have been discussed without final decision or action. Others have been decided upon and to these he must give his attention. His work is not finished with the organization, but if it has been faithfully done he has made a good start. On the other hand if it has been indifferently attended to he can look for plenty of trouble ahead.

CHAPTER III

TEAM-WORK

It ain't the guns nor armament,
  Nor funds that they can pay,
But the close co-operation that
  Makes them win the day.
It ain't the individual nor the
  Army as a whole,
But the everlastin' team-work
  Of every bloomin' soul.

AUTHOR UNKNOWN.

ON the whole the best leader of any organization, business, professional or voluntary is the one who can secure the best co-operation of his fellow-workers. In the army the officer who can drive his men into line may be a better officer than one who has not that ability, while one, such as Caesar or Napoleon, who can secure respect and love from his followers will prove the best leader of all.

Men have tried many things to secure that leadership. There is almost no quality which has not been used. Superstition, force, fear, admiration, respect, love and many others have been the forces wielded in the hands and mind

of a clever leader to hold his followers. The leader who used superstition built his authority upon the assumption that all people were superstitious. The leader who used force assumed that all men feared. The leader who used love did so upon the assumption that all men would respond to love. The leader of today knows that there are many forces which he can use and he has more than one string for his bow. When he looks over his organization and sees the various types of men and women he tries to read their thoughts and minds to see just what force will secure action from them.

LEADER MUST BE AN ORIGINATOR

The leader of a voluntary organization must have a mind with a vision which will constantly keep ahead of his organization. This is not always true in business organizations. Many men can succeed as business executives because they can keep the wheels in motion after somebody else has conceived them and put them in place. But the leader of volunteers must be original in his thought. He must think out the program in advance and let it out to the society in well-measured degrees. He must be a man with ideas.

But the simple idea is not enough. He must know how to work the idea out in human flesh

or better he must know how to make men work out the idea he has in mind. There is a vast difference between the man who always has an idea and is always willing to express it, but who is so individualistic and temperamental that he cannot utilize the laws of human cooperation to get results, and the dynamic person who is constantly using the laws to his own benefit and the success of the organization.

SOCIAL LAWS

The laws by which the leader controls those who follow are as old as the laws of gravitation or other natural laws. The law of gravitation was working before man discovered and analyzed it. The moral law was instituted in man long before Moses organized it into the Ten Commandments. The laws of ethereal vibrations have been the same from the beginning of time. Men could have talked to one another over wires or without wires a hundred years ago as well as now as far as the fundamental laws are concerned. But man's equipment and appreciation of these laws are of more recent heritage. In the same way we must think of the laws of suggestion and the laws of human cooperation.

Practical psychology is in reality just common sense. It is the piecing together of many

things which men have known off and on through the ages. It is the systematizing of knowledge such as Moses systematized the moral code. The leader knows enough about these laws to apply them safely and to a purpose.

All action starts with an idea. For corporate action the idea must be carried to the corporate mind. Walter Dill Scott lays down the law in *Influencing Men in Business.*

"Every idea of an action will result in that action unless hindered by an impending idea or a physical impediment."

And also:

"Every idea, concept or conclusion which enters the mind is held as true unless hindered by some contrary idea."

The leader will be the man with the idea. That idea he will seek to give to his organization. If the minds of those composing the organization were a blank, a simple statement at an open meeting would be enough. Everybody would agree with him. But there are counter ideas held and there will be contradictory minds, so the situation at once becomes more complex.

Here are two quotations from current literature which will show the value of the idea and vision of the leader. The first treats with the beginnings of a men's club in a certain church.

"There was always a group of men who shared the pastor's vision, courage and effort and who were loyal to him. This number grew from year to year."

Thus the whole movement originated in the idea. And in a book by D. J. Fleming entitled *Building with India* we find an explanation of the great mass movements to Christianity.

"The most effective leaders in these mass movements are not the missionaries; neither are they Christians of the higher castes. Usually the break has come when some God filled man from among the masses themselves leads his brethren to the blessing he has found."

PROGRAM OF WORK

The idea will lead to the program for the principal task of the organization. Some societies, such as lodges, have their work so well cut out that there is little opportunity for a vital change in their program of work. And yet, even in this instance, there is a growing conviction that each society must do something to justify its existence. Thus we find secret societies which have been rather exclusive holding open meetings in the cause of education or some other vital public question. In this work the promoter has need of the help of his fellows to make such gatherings successful.

In the annual banquet or other lunches there is always a welcome for a change in menu or a new idea. Only those who have sat down to the same detail lunch, after having witnessed the same stereotyped forms of ceremonies, know how welcome a little variety is in an institution of this kind.

A very interesting study in the matter of a program may be found in the various men's clubs which are affiliated with church organizations. These clubs are going through the process of organization and are just stumbling onto the line of their greater usefulness. We find among the programs of activities of the various reported societies:

1. Financial canvass for the church.
2. Build a new building.
3. Promote Sunday evening theater meetings.
4. Securing better street car service.
5. Petitioning and cooperating in law enforcement.

These and various other things have been the goal of achievement of these organizations. They all point toward the goal of usefulness.

The leader's idea can become the program of the club only when the club also gets the idea of the leader. And that sometimes is a rather long process. Yet it is better to wait until the proper time before trying to attempt

a large program. Often an organization will permit a member to vote as to what shall be the major plank of the program for the next year. There may be some difference of opinion as to what is the essential work of an organization.

A minister had the idea of forming a men's club for a large Bible class. Someone else had the idea of putting in some bowling alleys. The second idea was the one that was carried into effect. Had there been no counter idea the first one would probably have been the prevailing one. The chairman of the program committee of a chamber of commerce asked to have the organization vote upon a suitable program. The question on the ballot read, "What is most needed in ——?" Three-quarters of the answers said "A new hotel." Yet the new hotel did not go in as the major plank of the program for a very simple reason: The chairman of the committee owned the one hotel in town.

While the leader will be a man with an idea it is not usually wise to over-advertise his individuality. Ideas and constructive plans for a program should come from several sources. The national administration must have a spokesman in the houses of congress. So the leader of voluntary associations needs to consult with several and have ideas introduced by

somebody else though they are essentially his. A clever leader will oftentimes place an idea into another man's mind in so subtle a way that the other man will think it his own. Then he will propose it and fight for it. If he wins he will get the credit for it. The wise leader doesn't worry about the honor. He is satisfied in getting the program across.

Munson Havens in addressing the National School for Commercial Secretaries at Northwestern University in the summer of 1922 on the subject *How to Fail as a Secretary,* gave some good advice in a rather whimsical way to leaders who are trying to get action out of an organization.

"Having presented the subject for discussion yourself, for the very obvious reason that you can do it so much better than your president, your voice also should be heard first in the discussion. . . . No matter how many questions are presented, yours should be the voice of first and final authority. If you can manage to convey the impression, without actually saying it, that each of these questions has had your careful consideration long before it became apparent to the common mind that there was any such question looming toward the future, it is well to do so. . . .

"The secretary should have as his first ambition to be spoken of as the live wire of the

town. But he should be careful to realize that there are two kinds of live wires. He should realize that a live wire which is quietly performing its duty is never heard, rarely seen, seldom thought of. A live wire to attract attention should get out of its proper place, bang around against everything within reaching distance, short-circuit the machinery and start a fire. Then everybody knows that there is a live wire around."

The real leader will formulate the necessary ideas. Through other personalities he will get them to the floor for consideration. He will seldom make personal issues of them. He will not represent them as being his ideas. As a matter of fact one of the ways to hold many workers is to furnish their ideas for them and then let them pose as men of ideas. The leader is not interested in personal honors except as they get results. Rather he is formulating a program and seeking action.

GET THE PROGRAM IN BLACK AND WHITE

When anybody is agreed as to a course of action it should go into the minutes in an important and impressive way. From that time on it is the policy of the organization as contrasted with the policy of any individual. The matter is no longer debatable as to its merits.

Now the question is merely a matter of the best means of action to secure the results.

There is a good psychological reason for this. No action is ever 100 per cent perfect. There are flaws in it and these flaws will show to better advantage as time goes on. Yet action does not depend upon perfect judgment. The wise leader will not allow himself to be led into controversy over the action of the past. An anonymous writer in the *Saturday Evening Post* in speaking of the presidential campaign of 1920 said, "The rule of good strategy which Wilson broke was this: 'Never make an issue of anything already done!' That is to say, it is almost fatal to offer a record of performance as a major issue because it always creates an appearance of being on the defensive, and because criticism travels faster than justification, and because justification may never stand alone, but always has a dash of apology to make it complete."

Thousands have been charmed by the delightful essays of Rev. F. W. Boreham, the Australian minister. In one of these he refers to a practice of his board of deacons which is well worth passing on. They had their battles as most of such organizations have. But when a battle was decided, it was decided.

" 'It's our practice,' Wullie explained to me at the first meeting I ever attended, 'it's our

practice to always lay a matter unanimously before the kirk. The minority never says a word after we leave this room.'"

RECAPITULATION

The leader then, whether he be the nominal chairman or just the power behind the throne, must be a man of ideas. These ideas he will inoculate into the organization in some way. But he will make his ideas the ideas of the corporate body. They will be put into the program of activities and written in the minutes in a way that will leave no doubt of the attitude of the organization. The work has well been taken care of. All that remains is action.

CHAPTER IV

TOOLS FOR HANDLING MEN

We are done with little thinking, we are done with
little deeds;
We are done with petty conduct and we're done with
narrow creeds.
We have grown to men and women and we've noble
work to do
And to-day we are a people with a larger point of view.
We must quit our little circles where we've moved in
little ways,
And work as men and women for the bigger better days.
We must quit our selfish thinking and our narrow views
and creeds,
And as people big and splendid we must do the bigger
deeds.

AUTHOR UNKNOWN.

JUST what are the forces which move men to devote themselves to voluntary services? Does the fact that some men have excellent success in getting service from others indicate that they know what tools to use? It does, though the knowledge of such tools may not be conscious in the leader's mind. Some men are gifted with the ability to put others to work. For that reason the analysis of the social force has

not always been appreciated as we are beginning to do to-day.

If we follow tradition we believe that man is a logical creature and follows arguments based upon the best logic. But we know to-day that man seldom does any thinking for himself although he may flatter himself that he does so and we appreciate that he is moved by suggestions rather than deliberation. If man were the logical creature which we used to believe, we would win him to our cause by presenting the whole subject of our organization in an orderly way. But because he is equally moved by suggestion we call other forces to serve us.

The advertiser knows the power of suggestion. The picture of a happy auto party speeding up a hill in a high-powered car will sell automobiles when a book of a hundred pages on the virtues of the same car will not produce a sale. The minister knows that the quality of his church service is not dependent upon the sermon alone but upon the other features such as the songs, music, prayers and responses which pour spiritual suggestions in the hungry soul of the worshiper. So the leader of voluntary energy will know the power of suggestibility and the ways of planting these suggestions in the minds of men.

WEAKNESS OF CROWD OR MOB SUGGESTION

It is well to bear in mind, however, that the suggestions which have moved crowds are not the type needed in voluntary societies. Crowds have been moved by preachers such as Peter the Great or by those of more recent date such as drew multitudes in the famous Kentucky revivals. The same power of suggestion remains to-day. But the modern leader is not seeking the simultaneous movement of the crowd around a single leader as much as he is to have the concentrated personality of each individual at work at its best.

That explains the danger of the mass meeting type of organization as mentioned in one of the earlier chapters. A crowd may be influenced by some fascinating speaker. But the task of the executive is to deal with individuals and place them where they will best count in the machine which he is constructing. So he must know not alone the forces which will draw men around him but must know the deeper forces which will send these same men out in full personality and individuality on the task which they dedicate themselves to.

JESUS CHRIST AS LEADER

Jesus Christ was one leader who understood the forces which move men to individual action.

The call to the first of the disciples shows the new idea. He did not call them merely to be His followers: "Follow Me and I will make you fishers of men," He said. They were not alone to be followers. They were to be co-laborers. Would-be leaders of men would do well to study the methods of this same leader in other respects. He possessed the amazing faculty of seeing the character of men and women He came in contact with and used the forces which appealed to them. His influence extended from the women of His own home and the homes of the neighbors to men in public life such as Zaccheus and Pilate. And he so enthused his followers with the idea of building the Kingdom of God that they endured all kinds of persecution rather than surrender their ideal of service.

WORDS AND SUGGESTION

Words undoubtedly play their part in the conveyance of ideas which will grip men but personality and power is not alone a matter of words. Many leaders kill their power by talking too much. It was a wise person who remarked that most of our trouble in life comes from talking too much. "Keep your mouth shut and your pores open," is good advice for the person who is studying human nature.

To quote Cooley (*Human Nature and the Social Order*):

"Another instance of the prestige of the inscrutable is the fascination of silence, when power is imagined to lie behind it. The very name of William the Silent gives one a sort of a thrill, whether he knows anything of that distinguished character or not. One seems to see a man darkly potent, mysteriously dispensing with the ordinary channel of self-assertion, and attaining his ends without evident means. It is the same with von Moltke, 'silent in seven languages' whose genius humbled France and Austria in two campaigns. And General Grant's taciturnity undoubtedly fascinated the imagination of people—after his earlier successes had shown that there was really something in him—and helped to secure to him a trust and authority beyond that of any other of the Federal generals. It is the same with personal reserve in every form: one who always appears to be his own master and does not too readily reveal his deeper feelings, is so much the more likely to create an impression of power."

The reader will doubtless call to mind local men of his own acquaintance who have stood the test of years in handling men. If his experience is similar to that of the writer he will usually find that the man of real power—the

man behind the throne—is one of few words but who appears to have a reserve of character. The leader will use words to convey suggestions and ideas but he will not be too free with words. To again refer to that master-leader of men, Jesus Christ, and to quote from the advice He gave His followers: "Let your speech be Yea, yea and nay, nay."

FORCES WHICH MOVE MEN

The leader may have several men working in the same cause, each influenced by a different tool. The ability to handle men of diverse temperaments and use them in team-work is the test of the executive. Among the various forces at his disposal we will list the following as suggestive:

1. Custom and tradition.

This is the appeal to the past. Many minds will listen only to the appeal of precedent. Because our patriotic orators could show us that our fathers took up arms against tyranny we were ready to spring to arms. Then when they insisted that George Washington and his immediate successors were opposed to international alliances we withdrew from our allies and left them to fight out alone the battles of peace. The paths of old are the pleasant ones. Many a leader has saved himself from public

death by bringing in a precedent of past days to show the righteousness of the cause.

2. Compromise.

Usually a compromise is merely a truce until one side or the other gets a better hold, but it is a legitimate tool to use to secure workers in a good cause. If the yielding of a minor point will secure a worker it is well to use it. There will be workers who will interject other plans merely to be recognized. To meet them halfway pleases their vanity without hurting the good of the organization.

3. Self-Interest.

A large part of volunteer workers are actuated by self-interest in their public endeavors. It may help business if it helps the town. I have heard of men contributing to foreign missions because it aided international commerce. Professional men know that their names among the committees in any important event brings public recognition. Ministers are open in their intention of mixing in certain volunteer societies, such as lodges, because it gives them a hold on men. It is difficult to get away from the influence of self-interest.

We are asked to join certain societies because it will improve our knowledge or our culture. Self-interest. We work for a certain candidate because his election means a cleaner town for us to live in. Self-interest. We serve

in the church that we may grow in grace. Again it is self-interest. Many would be offended if any proposition is openly placed on such a basis but it does not hurt with the average man to let him know that if he works with us, there will be an accumulation to his advantage.

4. Desire of Recognition.

Some like to be recognized as workers of ability. They like to be consulted. They glory in the information that their counsel is worth while and that men respect their judgment. Some of these will have ideas worth while as well as good judgment. Others will lack these qualities but will like to be consulted just the same. The leader can throw into his talks a few remarks like this, "I was talking with Mr. ——— about that this afternoon. We agreed . . . ." Many mighty good workers have been tied up to a movement by as simple a thing as that. Even men of different types can be brought into a movement by a similar recognition.

One organizer tells of the difficulty of getting two men of opposing personalities working on a committee. These men were usually on the opposite side of every question. They voted different tickets and attended different churches. He went to each man individually. To each one he made the same statement.

"Mr. ——— is going to serve on this committee. I am afraid that he may predominate unless we have a man of strong influence like you to counter-balance him." It worked.

And then there is always the man who likes to make a speech. Another likes to be recognized as knowing every man in town and is hence invaluable. With the executive the question is not always the truthfulness of these claims though they are many times correct, but rather the wisdom of giving the recognition which will respond in action.

Dr. William Henry Roberts was for a great many years the stated clerk of the General Assembly of the Presbyterian Church, U. S. A. He became infirm with age and was placed in a retired relation with a committee in active charge of his office. This committee desired to change things rather radically and so delayed the work of selecting a successor to Dr. Roberts. The old doctor had his own ideas about the continuation of his office and insisted on talking about his successor.

Said Dr. George B. Stewart, one of the committee, "Dr. Roberts, you can have no successor. You are not a stated clerk. You are a church statesman."

The answer was clever, it was truthful and aided in winning the cooperation of the aged stated clerk.

5. Imitation.

Remember power, constant power, of imitation. All the world is playing that game. The weak imitate those who are strong in power. The less successful imitate the more successful. The poor imitate the rich. The country imitates the city. Fashions are built upon the principle of imitation. Dayton imitates Cincinnati, Cincinnati imitates Chicago, Chicago imitates New York, New York imitates Paris.

Here is the value of having prominent people connected with any movement. The name on the letter-head or their presence at a meeting will be a big influence in securing others for the work. The groceryman likes to pose as rubbing elbows with the Judge or Senator. If the organization is strong in the city it is well to emphasize that. People are born imitators and it is easier to try to be as other people than to stand alone on a principle.

6. Competition.

This is a strong force in the instance of campaigns for money or members. Draw the workers up into sides and appeal to their sporting blood. Stir the red blood of competition. This may be a little dangerous and the leader must constantly have the matter well in hand. This sporting blood has killed many a fine Sunday school class. But there is the possibility

of pitting your organization against neighboring ones of the same strength. Or following the present day custom of quotas a wall chart will furnish a competition with the danger points left out.

7. Public Opinion.

This is the force which of all forces will move men. Here and there one is so constituted that he will instinctively move backwards from the force of public opinion, but even that character can be handled if we but know him. But on the whole men move with the public mind.

Says Prof. Ross (*Social Psychology*): "Men like to be on the prevailing side—to go with the view that seems likely to win. Hence, the utterance of an organ of public opinion is at once a disclosure of an existing force and a further force in influencing others."

The value of this for the executive is that he can bring to his helpers the strength of public opinion to justify his efforts. Men are agreed that Boards of Trade are a good thing, therefore we ought to get our town organized. Other churches have men's clubs. The idea is growing. Therefore we ought to organize our men. Every respectable city has its charities organized. Let's get into the rank of respectable cities. Newspapers and magazines set people thinking along these lines. The leader of voluntary societies merely follows them, us-

ing the information they have given and the force of public opinion they have created.

8. Innate Desire to be of Service.

Here is a very potent social force. Most men are born with the desire to leave the world a little better than they find it. They appreciate their obligations to the society which gives them life with its opportunities. Service in voluntary organizations is the rent they pay for the space they occupy in society. They believe in the spiritual reward of helping others.

The volunteer worker will form some intimate friendships and he will touch at times the heart strings of his co-workers.

"They will tell you then that their aim is not
The clink of the yellow gold;
That not in the worldly things they've got
Would they have their stories told.
They'll say that the joys they treasure most
Are their good friends tried and true,
And an honest name for their own to boast
And peace when the day is through."

"When Day Is Done."
E. A. Guest.

Men of this kind need channels of expression. The utilization of their names and strength in a righteous cause is a kindness to

them and a kindness to the community in which they live.

9. Religious Conviction.

The new emphasis in religion is on "service" as contrasted with "services." The Christian of to-day feels that he has a duty to perform and he is anxious to perform it. Leaders will do well to study the new expression of religion and not consider it as a force which draws its devotees from the world. If he misses the significance of this force he is very much weakened.

The casual observer will appreciate how much the place of leadership in unselfish service is occupied by men and women of religious convictions. The church is the ally of all righteous causes. This passion of religion is one to be recognized.

CHAPTER V

THE COMMITTEE WAY OF ACTION

The church has serious work to do,
  The lodge and club has need of workers,
They ask for just an hour or two—
  Surely I will not join the shirkers?
Though I have duties of my own
  I should not drop before completing,
There comes the call by telephone
  To go to some committee meeting.

From "When Day Is Done"
by Edgar A. Guest.

Modern organizations have found the committee way the most direct and effective way of securing action. This may be contrary to the idea widely prevalent that a matter once committed to a committee is forever dead. Legislative bodies such as the English Parliament and the United States Congress do practically all of their work through committees. Clubs, lodges and other organizations are likewise finding this way the quickest way to a desired result.

There was that period in organizations when the society was divided into equal parts and

each part labeled as a committee or a department. It made nice-looking stationery and on paper every member was doing some particular task in connection with the organization. As a matter of actual service such forms have usually proven ineffective, and for them are being substituted the much smaller committees that can register progress with each meeting and secure results. In some instances the larger division is still maintained on paper. The author has just worked with one organization through a special campaign in which each member was assigned to some particular work. The actual working organization, however, as is usually true in such instances, was found in the chairman and a few men who could be counted upon to appreciate the situation.

STANDING COMMITTEES

Standing committees are not as plentiful as they used to be. Rather special committees are appointed for specific tasks. These committees may be on tasks which will require but a few days to those which will require several years; but the name still applies, for their work is specific rather than general. There will be some standing committees in the average society, however, which should be preserved.

There is the executive committee. This will probably consist of the officers together with the board of trustees, or at least the officers. The president should never lose sight of his executive committee. It should have power to act on certain matters between the meetings so that business can be expedited.

An auditing committee also should have the permanency of the term standing. It will make an annual or semi-annual report to the society of the accounts of the secretary and the treasurer.

A committee on committees might be appointed for the year. This committee will make recommendations as to the personnel of the various committees which will be appointed. The president will usually have too limited acquaintance among the membership to be able to make a fair appointment on his own judgment. This committee should be very representative for this very reason.

The Membership and House committees might well be appointed for the year. Their tasks bring them in contact with the members and their value will increase with the length of service.

There may be other committees, such as the finance, which should belong to the list of standing ones; but most of the work done will be through the special committees. For in-

stance, assume that the society is looking for some legislative work. Under the system of standing committees the committee on legislation would have charge of that work. But we find in actual experience that while one man may be fine at promoting one particular piece of legislation he may be very weak in promoting another. So the special committee plan is recommended.

SPECIAL COMMITTEES

These committees may be broadly divided into two classes. The first is for study and deliberation, while the second is for action. Each committee should know at the time of its appointment just what its authority is and how far it may go. The committee on committees should have this knowledge when it makes its selection. If the committee is to study and investigate, it will need men of different types of mind. If the committee is for action, such a selection will impede progress. In the instance of the first it would not be wise to consult the chairman of such a committee as to his colleagues. In the case of the latter it is evidently wise to allow the chairman to have something to say as to whom he will work with.

THE CHAIRMAN

The president of the organization should be assured that the committee chairman knows just what he is to do. It is not enough to drop him a line saying that he has been appointed to such and such a chairmanship. The purpose of the committee must get into his head in some way. Otherwise the whole machinery will accomplish nothing. This is the weak spot in many societies that have stumbled over the committee way. The chairman has not grasped the idea. The biggest work the president can do may be to help him dig the foundations for his work. Of course a committee will not function if it doesn't know the reason for its functioning.

The chairman must be a big man. To quote James A. McKibben from his treatise on Chamber of Commerce organization, in the committee organization.

" . . . , for practically never is a committee better than its chairman. The most essential qualifications of a chairman are:

"1. The natural ability of being a leader, which includes the ability to see the common ground in apparently divergent views, to lead the members of the committee to an agreement upon those points upon which they can agree and to reduce the points of disagreement to a

minimum, and thus make progress in the consideration of the subject.

"2. The ability to draw out the members of the committee, to get them to take an active part, to separate the wheat from the chaff, and to clarify the discussion.

"3. Interest in the subject.

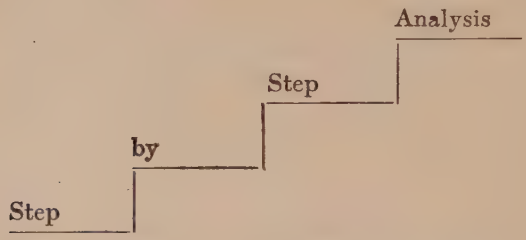
"4. Knowledge of the subject."

The chairman may, of course, be notified by mail of his appointment but unless there has been an understanding with him as to the purpose of his committee the letter of notification should go into the matter in some detail. On the whole it may be doubted if it is a good plan to appoint a man as chairman of any committee until he is committed to the proposed project and has agreed to accept the position.

A GOOD SECRETARY MAY HELP

There is one possible exception to this rule. Sometimes it will seem wise to appoint a man to a chairmanship because of his name. The name may have value as publicity and yet the man has not the knowledge of the subject to really be a leader in the matter. If a good secretary for the committee can be secured who will steer him clear all the time and any handicap may be overcome. Sometimes a man will accept the nominal position as chairman when

he knows that he has neither the knowledge nor energy available to acquire the knowledge, but he is willing to let his name count. Then a good secretary must be supplied.



To Mr. McKibben's qualifications for a committee chairman should be added one which is very important. He must be an analyst. He should be able to dissect his job piece by piece. These pieces will be assigned to various members. Then he must be able to decide just how much time he should take for the work and again divide it into months or weeks as the case may be. Then each meeting can check up on the progress.

The builder can estimate the time which will be required to construct the building. He will allow so many days for excavation, a number for the steel, masonry, roofing, and then add to it the time required for the interior work. A committee chairman should be able to estimate his work in the same way. He may have to allow a certain time for investigation and

education, a length of time for publicity, a time for mechanical creations. Thus we find various expositions being projected several years in advance and the committee in charge registering a certain amount of progress for each year.

Assume that a club decides to have a picnic and places the matter in the hands of a committee. The analytic chairman will know that certain steps will be necessary for his committee, each step representing one meeting. It isn't a prolonged task. Five or six weeks are about all that are needed to complete such necessary plans.

1st Meeting.

(*a*) Organization (election of secretary and treasurer).

(*b*) Appointment of a subcommittee on time and place.

(*c*) General discussion as to the type of picnic to get the general idea among the members.

2nd Meeting.

(*a*) Report of sub committee. Acceptance of report.

(*b*) Appointment of new committees.

1. Sale of tickets.
2. Publicity.
3. Transportation and local arrangements.

3rd Meeting.

To receive reports of various committees. Any changes seeming necessary will be made.

4th Meeting. The picnic.

5th Meeting. Final meeting.
(*a*) Final reports of subcommittees.
(*b*) Adjustment of finances.

The law of growth applies to organizations as to plants and they refuse to be hurried except under extraordinary conditions. The third meeting listed could be omitted but on the whole it is a fairly good analysis of the task of the committee with the division of labor. If the committee has in charge the promotion of a new building the analysis is not quite so easy and the program may extend over several years. If it is an enterprise which meets opposition it may be impossible to forecast the time required. But the chairman should see to it that each meeting registers progress.

PERSONNEL OF THE COMMITTEE

While the chairman is, by far, the most important person on the committee he is not all of the committee. The appointment of the other members is worthy of careful consideration. We have already touched upon the two types of committees, the deliberative and the energetic. The deliberative will accomplish most if varying types of minds are used while the committee from which action is expected should be of like minds and intentions. There are two other rules which should be borne in mind.

1. The committee should be broad enough in personnel to dissipate any complaint of clique control.

2. The committee should always include among its membership latent material. Any organization must look for the future. By appointing inactive or new members on committees men of ability and resources may be secured for the society's work.

The chairman will need to know every persuasive force which can be utilized to put this committee at work and to accomplish its purpose. The difference between an 80 per cent committee and a 100 per cent committee will be found in the chairman.

KEEPING IN TOUCH WITH THE COMMITTEE

Some ways in which the chairman may keep in constant touch with members of his committee are:

Plain notices of every call for a committee meeting. The first call may be by mail. It is well to follow it by a telephone or a personal word if the member is doubtful. Some men who have secretaries uniformly give them the task of calling each of the committee members the day before the meeting to check up on those who will be present.

Make the meetings formal. This will do

away with the tendency to tell stories during the hour of the meeting. When the members are present say, "the meeting will now come to order," or something similar that all may know that the time for deliberation and action has come.

Have a docket worked out for each meeting of the things which you want to do. The docket may be written on a large blackboard or typed by carbon paper so that each member has a copy. The latter method is the better one because the program will probably be more legible. The former has the advantage that one may not fold it up and put it in his pocket.

Many chairmen find it an advantage to have the docket presented in the form of a questionnaire. I have before me as I write the docket of an executive committee meeting which was promoting a carnival. It is in the questionnaire form.

MEETING No. 2

Suggestive Program of Action

1. Tentative dates?
2. How many nights shall the carnival be run?
3. Reports from the chairman of the subcommittees.
   (1) Refreshments.
   (2) Entertainment.
   (3) Merchandise.
4. Shall we seek aid from professional showmen?
5. Shall other organizations be invited to participate?

This question form has its advantages. It makes it appear that the chairman is really seeking intelligence from his committee and is not unduly forcing his own attitude. Because of this it probably draws out the true mind of the members. In case the committee is of a different mind from the chairman it makes a graceful way for his retreat.

Other chairmen will favor the simple statement type of docket which gives merely an item. The matter is, of course, optional. The main thing is that each meeting should have a definite program to accomplish and should close with action on each required item.

The chairman should seek to carry his committee with him in his vision of the whole task. He can do this by visualizing the work by a diagrammatic chart such as is presented in Chapter II. The docket preparation, the step-by-step analysis, and the diagrammatic analysis all require analytic ability.

CHAPTER VI

CO-LABORERS TOGETHER

If you can keep your head, while those about you
  Are losing theirs and laying it on you.
If you can trust yourself, when all men doubt you
  And make allowance for their doubting, too.
If you can wait and not be tired by waiting,
  And being lied about don't deal in lies,
And being hated, don't give way to hating,
  Nor talk too good, or look too wise.

From "If." RUDYARD KIPLING.

RUDYARD KIPLING probably never dreamed of the above words from his inspiring verses being applied to voluntary workers. But with the new social organization of the world they have their meaning. Whether the man is a fuel administrator trying to explain the reason for lessened production to the frenzied searchers for fuel, or the matron of a sorority seeking to adjust the ambitions of the aspirants in the organization, the challenge for ability to patiently stand abuse is timely.

"My main qualification for this job is the ability to take abuse with my mouth shut," said a certain public official. It is a prime es-

sential for success in any line where one leads or attempts to lead in a public or quasi public enterprise. He at once makes himself the target for the criticisms of the thoughtless and unthinking as well as of those more competent who are ambitious for his position.

I have often wondered why men seek these positions when they are certain to receive abuse. Practically every village and town has its men and women who at considerable sacrifice are seeking to give their home town a competent government and aid its progress. I do not believe that the explanation can rest on any material grounds. There will always be the materialist who will assert that they are serving for some graft or influence. Men who have no passion for social service also lack the faculty of appreciating that such a quality exists in others.

Only strong men can stand the pressure of such criticism. People of democratic lands are too ready to persecute their servants. The refusal of responsible men to endure the burden of criticism has many times left our public offices open to the unscrupulous. It was an interesting period in the life of Washington when the break came in one of his cabinet meetings. Washington was a strong man but the burden of public comment on his administration proved too heavy. We are informed that

he paced the floor. He insisted that he would resign and return to his Mt. Vernon home. "They say I want to be king of the United States," he stormed, "I wouldn't be president of the world."

So the prime quality for the man who would lead in voluntary service is that he shall know his task and be level headed enough not to allow personal interests to influence his decisions for public service. He must gain the spirit of Nehemiah the ancient builder of restored Israel who refused to listen to his detractors. "I am doing a great work," he told them, "and I cannot come down." Since his own attitude is going to largely influence that of his co-laborers the responsibility for this balance is rather heavy. There are weapons with which he can arm to keep himself in check and to control the situation.

1. ALWAYS KEEP THE ORGANIZATION GOING

Never take the defensive. Keep people falling by the wayside by the tasks which are given them rather than permit them to loaf by the wayside telling how things ought to be done. A good leader does not stand still and let himself become the center of attacks. He keeps his workers busy.

When men are busy they are happy. They

get the spirit of the organization. They say that the most prosperous churches are those which are in debt. The only explanation for this is that there is a desire to work to eliminate the indebtedness and the exercise produces a healthy condition. Grant won the admiration of a nation by keeping pounding on the enemy's lines. The coast was frightful but he kept pounding and call on congress for more men. "Give us men. Give us men." McClellan had waited studying the opportune time. He brought upon himself the censure of the nation. But Grant acted.

The leader will always have a program ready to give his workers. It will be as good a program as can be framed, but the important thing is that he will have a program. And he will keep his workers so busy that they will enter into the spirit of the whole adventure—for voluntary associations are delightful adventures.

2. PASS AROUND RESPONSIBILITY

Business to-day wavers between two great systems of organization. There is the line type of organization where all responsibility centers in the main executive. His powers are as the powers of a military officer. That is where the name "line organization" originated. And there is coming into use the "functional" type

of organization. In that responsibility is delegated to the subordinates. As has been said business is wavering between these two types. There is a question which is preferable. The General Motors company which has in the past allowed each branch to take care of its own advertising has changed its tactics. It is now following the line organization in that particular branch of its business and one office controls the advertising of all of the branches.

There can be little question but that in voluntary associations that the functional type of management is the one which should be encouraged. Each branch of the organization and each committee should be encouraged to assume full responsibility for its task. It is better to allow a committee to fall down occasionally than to do its work for it. Such failure furnishes a type of discipline which is essential in most organizations. But your organizations are not always going to fail. The tonic of responsibility will accomplish many results. When men find that they are being judged by their own initiative and accomplishments they are going to begin to produce if they have it in them.

In this type of organization many things will not be done just as the leader would have done them himself. But he has personality and brains at work instead of just muscle and

body. Says Arthur E. Swanson in his lectures on *Business Organization and Management:* "It is better to let a man do a thing his way if he has enthusiasm for his task even though he be but fifty per cent right than to insist that he do a thing your way which you may know to be ninety per cent right."

Men will respond to responsibility. The wise leader will give it to him. He will not let matters come over the head of his subordinates to him. In a campaign for charity funds where the fields are districted he will see that the captain of a district has full charge of that district and will not encourage direct communication with the main office. The president of any club will be loath to constantly interfering with divisions of his organizations which may be functioning. Organizations have decayed by too much supervision as often as from too little. The leader will, of course, make sure that progress is being made.

3. CREDIT WHERE CREDIT IS DUE

The functional type of organization will not alone place responsibility upon subordinates but will give them credit for every good thing that they do. I have just come from the boiler room where the engineer is wrestling with a new type of a heating plant. For several

weeks now it has been unsatisfactory. He has been questioned and urged to get better service but all efforts have been seemingly in vain. But yesterday it was working fine. To-day it is also in first class condition. We are getting more heat and the fuel consumption is lower. I went down to tell him how satisfactory the temperature is in the whole building. He has been feeling the responsibility for his task. He took the failure bitterly. But the commendation atones for all that. That is because he is a human being.

Voluntary workers are made the same way. They should feel responsibility for their task. If they fail, make it clear that it is their failure. Make it clear in each meeting just where failure lies. Insist on committee reports when the committee has no report to make just to make it plain that it isn't functioning. But when it does produce, give it full credit. Go out of the way to tell what good work the committee has done. It deserves it and it will work next time. Then again a little praise for good work strengthens the whole organization.

One of the most disgusting pictures in volunteer organizations is the man who wants to step in the last minutes and because he is an officer take credit for everything which has been done. We are far from Christian principles in this respect. "Let him who would

become greatest among you become the servant of all." Ultimately we must get back to this teaching of Christ before our volunteer organizations can function near efficiency.

Some leaders make it a practice to write notes of thanks to each member of a committee after it has made an honest effort to complete its task. Saying "Thank you" helps and will be worth trying by others who have found conscientious workers.

To quote from *How to Make The Church Go:* (Leach).

"It is a mighty good habit for the executive to learn to say 'we' instead of 'I.' Then the running of the church is 'our' task rather than 'my task.' If it succeeds it is 'our' success. If it fails it is 'our failure.' "

4. PLACE WORKERS WHERE THEY WILL COUNT MOST

Most men have ambitions outside of their daily work. If we can find just what these are and utilize them in our voluntary associations we have found a mine of energy at our disposal. I have found that teachers prefer some other tasks than teaching in the church organizations. Some men who have not opportunity of doing publicity work have a hobby in that direction and are valuable as publicists for our

organizations. I know a lawyer who is a marvel as a cook. He will take a day off from the office to direct a supper for the men's club.

On the other hand two grocers who were placed at the head of a grocery booth in a carnival made a failure of it because it was too much like shop. A common mistake is that the help we get from one must be along their business or professional lines. Rather one of the delights of voluntary organizations is that it gives a man a chance to work his hobbies.

When a worker has found his field of usefulness it is a poor plan to overwork him. We do that too much. Because a man has proven helpful we are apt to insist that he help us out in every difficulty. The result is that he becomes a jack of all trades and master of none and our organization suffers accordingly.

5. LEARN FROM YOUR WORKERS

The man who is not constantly learning is reaching the end of progress in his life. Any one who starts out with a cut-and-dried plan which cannot be changed to meet conditions is sure to fail. Any executive who believes that he knows it all knows very little about his organization. The man who would lead men will learn from them. The alert manufacturer profits from the suggestions of the men on the

machines. And the alert executive learns from the experiences of those who work under him.

From them he learns the temper of the organization and the temper of the public. They meet people and get acquainted with them. They will learn practical methods of doing things that will be a revelation to him. If he encourages his workers to bring such information to him he will win their friendship and the organization will become stronger. That is of course the purpose of all leadership.

The wise leader will watch the new workers especially. Many times these people fresh from the outside, not rutted into the conventions of the organization, will point out weaknesses or make positive suggestions which are exceedingly worth while. The leader who is doomed to failure is the one who is never open to suggestions which might improve the service.

A leader is a leader rather than a driver. He seeks cooperation rather than homage. He shares his responsibilities with his co-laborers. He shares with them his achievements. He will have followers because he seeks for each individual to find the largest and best expression of himself.

CHAPTER VII

PUTTING ON A CAMPAIGN

I've tasted defeat till it's a habit,
I've failed till I fail with a grin,
The top of the wall is the place whence to fall,
For me when that high I can win.
I've lost every sort of a contest
From marbles to love wildly sought,
And I've only one boast—that I never yet lost
A battle before it was fought.

HOMER CROY, Copyrighted
by *Success Magazine.*

MOST organizations at one time or another attempt to put on a special campaign. It may be for members, it may be for money, it may be for some other particular object. Campaigns and drives play a very important part in our social life of to-day. The word "drive" is a double-edged one. Many men who have come through a drive have felt like a horse which has been driven to exhaustion.

The campaign is a specialized program. One may drive a six-cylinder car for months without appreciating its efficiency. But

when the day of the race or the hill climbing contest comes he must have the six cylinders all hitting. Such is the campaign to an organization. It is the day when all members and all workers must be working with intense interest on the one common program. An organization may function more or less efficiently with a few members disgruntled or indifferent, but this must be curbed or the workers eliminated when the campaign day comes.

Still we must not have the impression of a campaign as being an organization in itself, apart and separate from the society itself. It is a part of the larger organization and its success or failure will depend, to a large extent, upon the honest and successful work of that larger body. One who makes it a business of putting on membership campaigns for commercial organizations has admitted to the writer that his task was easy or difficult according to the attitude of the organization to the work of the organization. In one town where the Board of Trade had taken a most unpopular attitude toward a street car controversy the campaign made little progress. In another where most citizens recognized the value of the work of the organization the membership was doubled.

THE BACKGROUND IS IMPORTANT

The background of the campaign setting cannot be over-emphasized. The organization which is to be sold must have qualities which will commend itself to the public or to those who might be interested in buying. The honest work of an organization is the best publicity available and it will take a lot of newspaper space to atone for an unsatisfactory record.

An organization in the campaign will probably be sold on its record, unless it be something entirely new. The campaign will be a connecting link between the past and the future. Churches grow to expect an annual campaign for pledges. They make out a budget very carefully and canvassers are instructed for the reasons for increases in any particular items. The increase must represent some increase in efficiency in the next year.

It would probably be going too far to say that a campaign cannot be a success except the background is favorable. But it is true that an unfavorable record will make the task much harder for those who are using the drive in an attempt to build up the organization. Hence the wise organizer finds his talking points and he talks them. He may find some other features which he does not care to talk and he is silent on these points. His talking

points need not be many. Indeed, the few, if definite, make better the opportunity for success.

THE MECHANICAL SET-UP

The wise organizer will spend plenty of time and thought in the mechanical set-up for his campaign. By this we mean the detail plans. It will not be sufficient to say that on such and such a day we will go out and try to get a hundred new members. He will know why the campaign is made on that particular day, who is going out, how many people will be visited, why one hundred new members are the goal rather than fifty or one hundred and fifty. He will know just what mechanical details will be performed between the time of announcement and the drive, how workers will be secured and what information will be placed in their hands. He will leave little to luck or chance, but see that mechanically his machine is as perfect as possible.

With a certain class of people this set-up is considered unimportant. They will insist that a strong leader will get results regardless of his set-up. Possibly. But strong leaders are scarce and most of them when we get hold of them are really using mechanical set-ups of one kind or another.

1. The Time.

The time of a campaign is important. The season of the year and the day of the season should be picked out which will secure the largest response. By a strange coincidence the writer is engaged at the time of writing this chapter in working out the set-up for a church campaign to secure some $10,000. The day set will be March 11th. It will be March 11th primarily because other churches of the denomination in the city are using the same day. That gives an added impetus for this campaign. Now on the other hand March 11th might be the worst time of the year in a country village which still uses dirt roads. Canvassers in the country districts would find their task very difficult indeed. In the second place March 11th is chosen because the new church year begins April 1st and it is customary to have our pledges in before beginning the year. Here again this rule is not absolute. Some churches in the grape belt prefer to hold their canvasses in the fall when the returns from the crops have an optimistic effect upon the gatherers.

Then again sufficient time should be allowed for the maturity of all the plans for the biggest results. The more important the purpose of the campaign the deeper the foundations should be laid. One might organize a luncheon one day and put it on the next, but a mem-

bership campaign covering the city would require weeks of preparation.

2. The Human Side.

The human side is, of course, important as the mechanical set-up. People may be divided roughly into two classes. First, there are those who are going to do the selling. Secondly, there are those who are going to be sold. Those belonging to the first class are to be secured, trained and equipped for their task. This may be the biggest task of all.

A very simple and very effective way is to go over the list of members and consider every member as a possible worker in the campaign. Potentially all are workers but practically some will be of little help. Some of these weak ones will work in any way. The only way to handle them in such a situation is to pair or team them with others who are strong so that the results may be estimated by the production of the team rather than by the individual work.

Check the list and send a letter to each one asking him to be present at the meeting for organizing. From those who attend select your main body of workers and team leaders.

These workers should be organized into pairs for canvassing or into larger teams. If there are twenty workers, one chairman could handle them in ten pairs. If there are more than that, it might be well to divide them into teams, each

team captained, the captain in turn dividing them in pairs. Each team will have its portion of the total goal or quota as we have grown to call it.

This side of the human factor in the mechanical set-up will follow a plan something like this:

1. Letters to prospective workers asking them to serve and giving time and place of meeting for organization.

2. Meeting of organization. May be a dinner or luncheon meeting. General plans of promotion outlines to the workers.

3. Meeting of workers just before the campaign. List of prospects are given to workers, together with data to aid in selling individual prospects.

4. The campaign.

5. Final meeting for securing results. If goal is not reached, a follow-up campaign may be instituted.

THE BUYERS

The workers must not be neglected. They must be given information and trained. But those to whom they go must likewise be worked before the day or week of the campaign. It is somewhat of a task to build up the list of prospects. This must be done carefully. For

upon that list the success depends. In the chapter on publicity we have mentioned some of the ways of securing a mailing list. These ways may be utilized to secure a list of prospects.

Then they must be interested. The mailing list is the most direct and most productive means of education in this respect. An announcement of the campaign with the purpose of it can go to each prospect through the mail to help pave the way for the solicitation. Attractively printed circulars will bring him the information he seeks.

All organizations are constantly seeking to enlarge that list of prospects. It is difficult to tell just what way will best do it. If the campaign is wide enough in scope there will be an opportunity for newspaper display space. Newspaper space alone will not put across any effort but it will aid effectively the work which is undertaken. It will reach prospects which are not on the mailing list.

Says Smith in *Church and Sunday School Publicity:* "Information by personal contact is most effective, but most expensive. The personal contact plan fails to develop new prospects, such as the friend who pinned a check for $25,000 to an advertisement of a fund for pensioning aged ministers. He had never come into direct touch with any representative

of the board, befriended. But the advertisements, repeated weekly, cultivated his confidence. He responded."

Newspaper advertising might well be counted as one unit in the campaign but it cannot take the place of personal solicitation. Below is an advertisement inserted during a campaign to increase the membership of the Buffalo Players to one thousand. The campaign was conducted by teams composed of the members. But the newspaper advertisements were run simultaneously.

The idea is that the buyer is to be prepared and ready for the solicitor when the campaign begins. It is the same theory that the business house has. It prepares the customer by advertisement and mail for the personal visit of the salesman. The buyer should be informed of the purpose of the solicitation, the record of the organization, the date of the canvass and in some instances even a suggestion as to the amount he should give or the nature of his response.

The steps suggested for the education of the customer may be itemized.

1. Direct mail publication including personal letters.
2. Newspaper publicity.
3. Personal solicitation before or at the time of the campaign.

JOIN THE PLAYERS

YOU

Are Invited to Become a Member of

THE BUFFALO PLAYERS, INC.

Annual Dues $10.00. No Initiation Fee.

Each Member Entitled to at Least 12 One Dollar Tickets Free.

Theater—Old Allendale

On Allen Street Near Elmwood Avenue

Club House and Office
334 DELAWARE AVE.
Tel. Tupper 8850

See Announcement in Amusement columns of plays running this week.

CUT OUT AND MAIL

The Buffalo Players, Inc.,
Buffalo, N. Y.
334 Delaware Ave.,

Please tell me more about The Players.

Name.....

Address.....

THE CANVASS

The canvass in itself is a simple matter if the mechanical set-up and the human approach have been carefully taken care of. Each team is given a quota. Each worker is given a list of prospects. It is a wise plan to place each name on a separate card and to have with it certain data which may be valuable. The time of the solicitor is to be saved as much as possible. Otherwise he cannot cover his assignments.

There should be a definite time to close the campaign. It should begin on time and end on time. Workers will respond more gladly if this rule is adhered to. When the campaign is over it should be over. One reason why organizers are so insistent that the preliminary work be well done is that the campaign may end on time. Each worker has but one thing to do. His prospects are prepared for him. All he has to do is to call on the prospects and get "yes" or "no."

CAMPAIGNS ARE SIMILAR

No matter what kind of campaign is planned the mechanical set-up remains a good deal the same. The important thing for the executive is not that which is sought—money or individuals—but the psychology of organization.

Modern business has learned that a good executive in the rubber business will be a good executive if placed in a pulp manufactory. The old idea that a man must learn the technic of the business is no longer tenable. The president of a great musical instrument factory recently told the writer that they were placing executives in charge of departments instead of technicians. They had found that the power of getting results is a quality in itself.

So it is with campaigns. There are certain rules which apply to all. These we have tried to treat in a suggestive way. We are assuming that the results of the canvass will be properly taken care of by the organization which is alive to its task. As has been stated the campaign is a bit of specialized work to link the past with the future. It cannot stand alone.

AFTER THE CAMPAIGN

When the campaign is over some things need to be done for the proper closing of the books.

Thank the workers.

Tabulate the returns so that all interested will know the results.

File all the information received for future reference.

Ask to have the special committee discharged.

CHAPTER VIII

PARLIAMENTARY PROCEDURE FOR VOLUNTARY ASSOCIATIONS

You can do a-ny-thing that you try to do,
If you only try to do it.
You must get a little start,
You must have a little heart,
Then a long strong pull and go to it.
Oh, it may take years to worry it through,
And you may break a leg or an arm or two.
But in the by and by you will find it true
That you will do any that you try to do—
If you only try to do it.

EDMUND VANCE COOKE, Author of
Impertinent Poems, Companionable Poems, etc.

THIS chapter is not by any means an attempt to cover the field of parliamentary procedure in one short chapter. It is rather prepared as a quick reference for workers in voluntary associations who consider their tasks to be that of getting things done rather than merely presiding over the meeting. Modern organizations are executive rather than deliberative. Most of our works on parliamentary practice have been written from the deliberative point of view. A working knowledge of these laws

make it possible for a meeting to be conducted in good form and also for the various members to protect themselves from suspicious thoughts or unjust charges.

Oftentimes a man finds himself in a tight place regarding the action of his committee or organization. If he can say, "I am only giving the opinion of the society which voted so and so," he at once protects himself. If he has the assurance that the vote was taken fairly according to the usages of parliamentary societies he still further protects himself. As a matter of fact the less personal one can make any action appear the greater the strength of the organization.

A LEGAL MEETING

This is one of the first considerations for a meeting where important action is anticipated. Most organizations specify in the by-laws just what constitutes a legal meeting. In most organizations if something unusual is thought of or if a large amount of money is to be expended a special notice of such meeting is required. Should the meeting be held without complying with the request, all of the business transacted may have no legal value.

I have in mind a lodge which anticipated buying a building lot. In accordance with the rules of the order the special meeting was called

and a post card call sent to every member. As it happened some other event took a good share of the men away and the meeting was not well attended although a quorum was present. The meeting went on record as authorizing the purchase and the executive committee was empowered to sign any necessary legal papers. This they attended to at once and the absentee members of the order found to their surprise that a five thousand dollar obligation had been assumed by the lodge.

There was a protest from certain members. They had the right to call another meeting to reconsider the proposition. This they intended to do. But the executive committee had already assumed a contract. Legal talent was consulted in the difficulty. Its opinion was that the executive committee had acted within their rights in making the contract, inasmuch as the meeting was regularly called and a quorum present. And, furthermore, he held, that even if the next special meeting called rescinded the former action, it could not relieve the lodge of the contract upon which it had regularly and constitutionally entered.

If the meeting had not been legally called the officers would have been acting irregularly in signing the contract and the contract itself would have been held invalid.

We cannot give any general rule as to the

validity of meetings. In many instances the state law will specify what constitutes such. Usually, however, publication either by reading before the society or by mail notices are required to make a meeting legal where some vital matter is under consideration.

THE QUORUM

The matter of a quorum is another matter which will vary with different societies. This also is usually specified in the constitution or by-laws of the organization. A quorum should be a sufficient number to eliminate any possibility of the organization being used in the hands of a few for personal ends and yet should not be so large as to make it inconvenient to get suitable legislation for progress.

"The only business that can be transacted in the absence of a quorum is to take measures to obtain a quorum, to fix the time to which to adjourn, and to adjourn, or take a recess. Unanimous consent cannot be given when a quorum is not present, and a notice given then is not valid. In the case of an annual meeting, where certain business for the year, as the election of officers, must be attended to during the session, the meeting should fix a time for an adjourned meeting and then adjourn."

(Robert's, Rules of Order.)

THE MOTION AND ITS PLACE

The general rule in a deliberative assembly is that no matter is open for discussion until it has been properly moved and seconded. There are, however, some exceptions to this rule.

The following motions do not require a second before putting them to a vote.

1. Motions which specify names, numbers or dates for the forms previously prepared.
2. Rising vote or division of the assembly.
3. Division of the question into several parts.
4. Motion to nominate.
5. Objection to the consideration of a question.
6. Questions of order.
7. Orders of the day.
8. Inquiry into parliamentary procedure.
9. Questions of privilege.
10. Permission to withdraw a motion.

With these exceptions all motions should have a second before the chair permits discussion on them. With the weaker organizations the tendency is to discuss without any motion. This may be permitted in a committee meeting. An assembly may go into meeting as the committee of the whole and permit such procedure but in the regular meetings of organizations the motion with its second should precede all discussion.

The following motions are not debatable.

When they are made and seconded the chair is duty bound to put them without discussion.

1. Motion to adjourn.
2. Appeal to the chair regarding decorum of members.
3. Motion to limit, close or extend debate.
4. Motion for rising vote.
5. Division of the question.
6. Time of adjournment.
7. Lay on the table.
8. Leave to continue speaking after indecorum.
9. To close nominations.
10. To reopen nominations.
11. Objection to consideration of a question.
12. Questions of order.
13. Call for orders of the day.
14. Parliamentary inquiry.
15. Move the previous question.
16. Questions of privilege.
17. Objection to the reading of records or papers.
18. To take recess.
19. To suspend the rules.
20. Take up question out of its natural order.
21. Motions relating to voting.
22. Motion for leave to withdraw motion.

AMENDMENTS

Most motions can be amended, the amendment in turn requiring a second before that can come before the body for consideration. When any motion has had an amendment

moved and seconded the order for the chairman is first to call for a vote on the amendment. If this is carried he now calls for a vote on the question, *as amended.* If upon vote the amendment is lost, he instead calls for the original motion.

For instance, the motion is made and seconded the club prepare and deliver Christmas baskets to the poor of the city. An amendment is offered that the committee in charge be limited in its expenditures to $100. This also is seconded.

The chairman will first present the amendment. "All in favor of the amendment that the committee be limited to $100 will say 'aye.' The ayes have it. The amendment is carried. Now all in favor of the motion as amended will say 'aye.' The ayes have it. It is carried."

THE RESOLUTION

The resolution is really a motion. It is usually more involved than a simple motion and for that reason should be presented in written form. A resolution is offered. Then its adoption may be moved and seconded. The person offering it may move its adoption. Because it is really a motion it must have this second before it can be discussed and is subject to amendment as is any other principal motion.

SUPPRESSING MOTION

The simplest way of suppressing an undesirable motion is by a negative vote. But at times there are reasons for using other methods. One of these is to lay the matter on the table, indefinitely. This has the disadvantage of being subject to reconsideration upon a motion at any time. Again a motion even after it has passed may be reconsidered and then rescinded, repealed or annulled. Another way which is oftentimes used is to commit the matter to a committee on the assumption that it will die there.

THE COMMITTEE

In another chapter we have dealt at some length with committee organization and management. Here there remains but the placing of the committee in its proper place in parliamentary procedure. The motion to commit a matter takes precedent over all motions to amend or to postpone indefinitely but yields to all other subsidiary, privileged or incidental motions. It is debatable but only as to the propriety of committing the main question.

The person making the motion to commit may give the name of the committee to which he wants the matter referred or he may designate that a special committee be appointed for

the task. If he chooses the later method he may designate the manner in which the committee is to be appointed. The virtue of the various methods of appointment have been previously discussed.

If members of the committee are to be made from the floor no member is to nominate more than one member if any objection is raised. If the chair is to appoint the committee he may take time to make up his mind as to the various members but his announcement should always be made before assembly.

This committee may be instructed as to its task and its limitations of authority and even given time for the accomplishment of its task. It will understand that it is to report back to the assembly which gave it life. The relationship of the committee with the life-giving body is through the medium of reports which it makes to the parent.

Under the item of reports each committee should be called upon for an account of its task. The assembly may dispose of the report in several ways. The report should always be submitted in writing and should be signed by at least the chairman and secretary and preferably the entire committee. If there is a difference of opinion in the mind of the committee a minority report may be presented at the same time.

At the pleasure of the assembly the committee's report is *received.* That merely means that the meeting will listen to the report which is offered.

If the report is merely informative it may then be *filed* or *placed on record.*

If the report offers recommendations or resolutions of action its *acceptance* or *adoption* is in order. Such action will morally bind the organization to the course recommended to it by the committee.

EX-OFFICIO MEMBERS

Oftentimes individuals are added to committees as "ex-officio members." "If the ex-officio member is under the control of the society, there is no distinction between him and the other members except where the president is ex-officio member of all committees in which case it is evidently the intention, to permit, not to require, him to act as a member of the various committees, and therefore in counting a quorum he should not be counted. . . . If the ex-officio member is not under the authority of the society, he has all the privileges, including the right to vote, but none of the obligations of membership."

(Robert's, Rules of Order.)

CHAPTER IX

THE PUBLICITY

Lives of great men all remind us
That we would if we were wise,
Leave our modesty behind us
And get out and advertise.

ANONYMOUS.

ADVERTISING is a very much hackneyed term to-day. People on all hands tell us that "it pays to advertise." To be sure it does and yet merely spending money for printers' ink is not in any sense of the word always good advertising. We have all seen individuals relieved of their cash on the mere feeling that any amount of money spent for printing is worth while.

Advertising is an art. It does not mean that it is to be handled only by professionals. Many laymen have ability to design and execute advertising campaigns. But it is implied that merely spending time and money putting up any kind of a notice or a sign may be a waste of money and may be worse than no publicity at all. As a matter of fact perhaps

the greatest error of modern advertising is the assumption that it is limited to printer's ink.

FORMS OF ADVERTISING

A building may be a form of advertisement. An attractive store front is worth thousands invested in newspaper space. In voluntary associations the membership itself may be the biggest kind of publicity. The working whistle on a factory may be good publicity for it as far as the local community is concerned. It keeps before the community the purpose and prosperity of the institution. The church bell is a good medium of publicity. Churches are losing a great means of expression and invitation in these days by making no provision for bells or chimes on their new buildings.

The spoken word is a great form of publicity. People are always talking about something or other. If some genius could find a way to harness and direct the energy which goes in idle gossip in propagating publicity for an institution, he would have one of the greatest, if not the greatest, mediums of publicity. It is a source which has never been organized and utilized and one is tempted to say that it never will be. Yet one cannot help but wonder what future psychology may have in store for us.

PUBLICITY OF THE PRINTED PAGE

The printed page offers by far the easiest means of publicity and is the most used. There is almost no limit to the variety and type of advertisement which may be used under this head. Herbert H. Smith in *Church and Sunday School Publicity* gives the list.

Painted wooden signs
Movable bulletin boards
Muslin banners
Billboards
Street car signs
Handbills
Post cards
Folders
Tickets
Envelope stuffers
Hangers
Souvenirs
Booklets
Blotters
Sunday school papers and cards
Calendars
Parish papers
Catalogs and programs
Parades
Suppers
News space
Paid display space
Electric signs
Movie screen announcements.

Most of these are adaptable to the use of the voluntary association.

SIGNS AND BANNERS

A few of them are important enough to deserve consideration as we hurry along. Muslin banners, painted wooden signs and movable letter bulletins are worthy of consideration. Any painting firm will provide the first two

at moderate cost. They must, of course, be displayed in such a place as will catch the eye of the most people. Publicity of this nature is only of value as it is ready. The larger the number who read the sign the better medium of publicity it is.

The letters must be of a size and color that are easily read from the place where most of the people will pass. A one dollar sign might be extravagant if it were placed where but a half-dozen people could read it during each day, while a hundred dollar sign would be a cheap investment if thousands read it each day.

The movable sign board has come to stay. It will require an original investment of from $50 to $500 but it offers a steady return from the time that it is installed. It has its limitations. It does not offer much of a variety. Some institutions can atone for that by the dignity of the message which they wish to convey. This type of publicity as is true with the banners and signs, just listed, is dependent upon a location. People will not come to your publicity. You must take it to the people.

WINDOW CARDS

One of the less expensive ways of going to the people with your message is by window cards which may be given space by the mer-

chants. At the present time most merchants are not overanxious about giving such space. They concede it largely in the same spirit that they concede advertising to your program. They have been deluged with cards of all kinds, some of good taste and some which were simply impossible, and their valuable window space has been thrown into disorder.

When an organization starts a window card campaign of publicity it must be ready to meet competition. There will be other window cards. There will be the subtle and keen advertising of the store. To assure that your advertisement is read it must be gotten out in an attractive way.

One way which is offered is that the cards be prepared by paint of a brush rather than with type. This must be well done to attract, but a cleverly made poster of this nature will draw attention where a printed card would not. The other alternative is to design such a printed card that it will attract instant attention.

THE MAILING LIST

For most organizations a properly prepared mailing list offers the cheapest and best medium of publicity. The message goes directly to the person you want to interest. This plan does not, of course, produce prospects. But it

will do more with prospects who are already listed than any other method of publicity.

Some organizations use an addressing machine. Circumstances will decide whether this is wise, also whether or not one or two cent postage may be used. General opinion is that two cent postage gets more results in the end. It may not be true in regard to regular publications which people expect weekly or monthly. There are many tricks to this mail order publicity.

Some firms send their publicity of this nature out in plain envelopes to insure their being opened. Others will change to the type of envelope with each mailing to make sure it is opened. I remember seeing one man order a thousand envelopes printed with the return card of his former address which was to be crossed out and the new address added. He wanted the added security of having those who read his mail know that it was the same house.

Printing machines and duplicating devices may be of great value in this kind of publicity. One may as well understand, however, that such correspondence can never have the individual quality that an individual typewritten letter may have. No one is ever fooled into thinking that the mimeographed letter is a personal letter. Such letters have their value and

are successfully and widely used. Monthly reports to members, minutes of the meetings, appeals for special causes and matters of that kind may well be presented. At other times it is cheaper to pay for good printing and substitute that for the mimeographed sheet.

The main thing in the mail order kind of publicity is the list of names. With a good list mail publicity is the most valuable kind. If the list is out of date and incomplete it is probably the most expensive kind. Where the mailing list is to members of an organization alone, the matter is comparatively simple. When a new idea is to be sold to new people it is extremely difficult to secure a proper list. Business houses value their lists of prospective customers very highly. Employees are honor bound not to divulge any of the names.

Organizations in small towns can usually use the poll list as a means of securing the list sought. Every individual may be a prospect. In cities it is much more difficult. The organization must work from its present members outward. The list will require constant revision. People are moving, marrying and dying. The secretary of an organization which has an unresponsive mailing list will do well to watch the marriage license and death columns of the daily papers and to check over the quarterly telephone directory each time it is issued. But

even with these precautions the list will not be 100 per cent efficient.

NEWSPAPER PUBLICITY

The publicity available in the newspapers may roughly be divided into two classes, that offered by the advertising columns and that of the news space. Advertising columns are always open to honorable causes that may seek to use them at a given rate. The space cost is by the measure of the agate line (fourteen to an inch) and costs roughly fifteen to twenty-five cents an inch per thousand circulation. Persistent and persuasive advertising must be used to secure results.

It would be foolish to expend money in a paper which will not circulate among those to whom you wish to sell your idea. In cities with several papers it is difficult to tell which paper is the best medium and to carry space in all of them is usually out of the question for financial reasons. A downtown organization might find newspaper advertising very profitable while a suburban organization would secure little results from it. Theaters do not use much space in the dailies but they use that space consistently and their space is really invaluable in acquainting their customers with their latest offerings.

A convention could use paid space while a local organization might find it impracticable. Organizations may do well to watch business houses in this respect. The downtown stores take much space in the papers. Community stores do not advertise in the metropolitan papers but their advertisements are found in the sectional weeklies which are becoming the fashion and purely local publications.

SMALL TOWN PUBLICITY

The small town problem is entirely different from that of the city. If the town has a paper, and most of them have, it finds itself to the reading table of nearly every home. An advertisement placed in it is a much more certain investment than that placed in the city paper which cannot have nearly so inclusive a circulation. Rural organizations need have less hesitancy in investing in paid space than the organizations of the cities.

GETTING NEWS SPACE

Most people agree that news space is more valuable publicity than the advertising space. Here again there is a wide distinction between rural and city journals. The country papers which are padded out with syndicated set-up

material are usually anxious to get stories to fill the paper. The owners are nearly always filled with local pride and will give space for any worthy local enterprise. It is an easy matter to prepare copy and have it inserted. This does not limit one's responsibility to see that such copy is well prepared and that it is readable. The space is valuable. As a rule it is not sufficiently appreciated by the people whom the paper serves.

People in towns should use the medium of publicity and stand ready to make the paper interesting reading. In pastorates extending over a dozen years with rural churches I have found the paper a strong ally to our institutions. To be fair we always tried to give interesting material. I have offered much matter outside of the professional interest because I knew that it would make an interesting story in the paper.

CITY SPACE

City space is difficult to get because the mass of the organizations do not appreciate the editor's conception of what constitutes news. A prominent labor leader has recently complained that no paper in the city would give space to their activities. Investigations showed that the material submitted was anything but news and was put in such form that it would

not have been read if it had been printed. We are reminded of the man who insisted that the paper in the future publish his letters as he sent them. It published that one just as it was received and the man never offered another one.

H. S. McCauley in *Getting Your Name in Print* defines news as "any information which will interest a considerable portion of the readers of the given paper. The city editor will pass on your item and decide whether or not it is news for his paper. Many organization activities clearly are. Others are not. A campaign for a righteous cause or an unrighteous cause is news. The unrighteous cause may offer the better news facilities. It is up to the organization to ferret out of its resources those things which are interesting to the public if it wants space.

The story may be written and mailed. In this instance it should be addressed to the city editor. You may call on the editor personally. If you expect much space it is probably well to make at least one call in the beginning for a matter of acquaintanceship. Or you may call him on the phone. Possibly it is not wise to use any one method exclusively. A good time to see the editor of a morning paper is after two o'clock in the afternoon up to five or five-thirty o'clock. Probably the best hour to get

to the editor of the evening paper is between nine and eleven o'clock in the morning. In these hours assignments have been given out and there is a lull for a while in the busy copy room.

Voluntary Associations will doubtless find the best source of publicity in the people who make up their organizations. It is always news to find prominent people interested in an event. The social column offers space to many people and organizations which could not secure it otherwise. We have failed to get stories by the city editor and then rewriting them around some character they have gone into the society page.

H. S. McCauley in the volume already mentioned gives a few generalities to be observed in dealing with the press. They are worth passing along.

"Don't try to reform the newspapers or the newspaper men. It can't be done. Take them as they are and play their game.

"Give them whatever information they want, and let them handle it as they please.

"Treat reporters as guests. See them ahead of other callers whenever possible. But don't fawn upon them.

" 'Tip off' editors occasionally on matters you think may interest them.

"Play no favorites. Treat all papers alike.

"Don't ever let an editor think you are trying to use his paper unworthily.

"Ask the newspapers to print anything you want, but don't be angry if it isn't used. Try again and again and you will succeed.

"Don't depend on a single story or article to accomplish your purpose. Keep sending out story after story on the subject you are trying to advertise, whether it be yourself, your business, a membership drive, or whatnot."

CHAPTER X

PERSONAL EFFICIENCY

Here lies a poor woman who always was busy;
She lived under pressure that rendered her dizzy.
She belonged to ten clubs and read Browning at sight,
Shone at luncheons and teas, and was out every night.
She served on committees and went near and far,
She golfed and she kodaked, and drove her own car.
Liked "urges," and "splurges," knew microbes by name;
Approved of Delsarte, was a "daughter" and "dame."
Her children she saw only once in a while,
Her husband signed checks and tried hard to smile.
One day on her schedule she found an hour free—
The shock was too much, and she died instantlee.

AUTHOR UNKNOWN.

To the casual mind it may appear as the height of the ridiculous to talk of personal efficiency for the worker in the voluntary associations. Most organizations we know are not very efficient. Maybe we assume that they would not be organizations if we should try to make them so. Any association of volunteer workers is sure to be guilty of inefficiency in organization, management and direction of its activities.

But for the man who has ambitions to make

his organization the best of its kind and who has but a limited amount of personal energy and time to give to it this chapter is indeed vital. Most of the organizations which are really accomplishing things are headed by busy men. They are giving their services for one of a dozen reasons. Most of them must have vocations in which they earn their daily bread. They must be fair to themselves, to their employers and to the voluntary association which they represent.

Some have tried to be fair to the various interests and have failed. A man told the writer but a short time ago, "My mind may be a one track mind, but I cannot accept a prominent position in the lodge without my own interests suffering. I would like to go through the chairs but it doesn't seem fair to my other interests." There is a personal and social problem there that will test the efficiency of any man.

PHYSICAL TESTS

There are the physical tests of the situation. What is the result on the physique of a man who spends a hard day at his desk and then puts in the evenings of the week on his voluntary association work? When will he find time for relaxation? If the man is a physical laborer, working with his hands, this problem

may not be as serious. The voluntary work may give him the mental stimulus he needs to round out his life. And by the way, many men who labor with their hands have proven very efficient workers in lodges and clubs. These organizations have proven a boon to them as mediums of personal development.

It is not our intention to set forth a series of physical exercises. There are now many "daily dozens" which will help one in keeping personally fit. But the person who is taking his work with the voluntary associations seriously will pay attention to the fundamental laws of health. He will want to keep his body in the best of conditions for this enlarged task of his.

He will dress properly so that the body will permit the freest of blood circulation. He will be a drinker of much fresh water and know the advantages of such a habit. He will know the value of fresh air and insist on it while he is at his work, in the lodge room, meeting place, church and in his sleeping quarters. He will know that when the windows of his sleeping room are closed that he is shutting out health. He will be very particular of his personal hygiene. Systematic bathing will be a part of his regular routine and he will appear with shaven face and well-kept hair and nails.

He will know the values of the various foods

in his diet and will adjust his diet to meet the situation. The physical laborer who longs to be efficient in a voluntary association must learn to eat for that purpose. Where brain work is involved one must have a higher percentage of protein foods, but they must not be of red meat, pork or other indigestible substances. He will find them in butter, eggs, poultry, fish, cheese and digestible nuts. When one varies his tasks he may vary his diet to make him physically fit for his task.

The directing of the work of any society is a mental and nervous strain. Edward Earle Purington in *Personal Efficiency in Business* tells us that the brain worker is hurt twice as much each day as the day laborer by the poisonous emotions of anger, fear, anxiety, worry, suspense, discouragement, dissatisfaction. The disagreements and bitternesses often developed in voluntary associations make the leader a regular target for the complaints and bitternesses which may come up. So here again we see reason why he must be in physical condition to stand the strain of his office which is added to the strain of every-day activities.

RELAXATION

There must be opportunities for relaxation. Some one has said that the brain worker must

forget, at times, that he is an animal and act like a vegetable. I presume that different men have different ways of relaxation. But there must be moments, they need not be hours, when the brain and nervous system is given a complete rest. Some may find this relaxation in music, others in fiction, work in the garden, play with the children, wandering through the park, watching the stars at night, sitting by the sea shore and playing with the waves. "The higher you climb toward the pinnacle of leadership, the more firmly and regularly you must free yourself from all responsibility and for a little while make believe that you are a boy again" (Purington).

EXERCISE

The nerves and brain need relaxation while the body needs exercise. Exercise to be useful must be free and accompanied with the spirit of play. Mechanical exercise without the play spirit is about as bad as none. But golfing, tennis, baseball, boating, wood sawing, lawn mowing or even rubbing the family wash, if done in the right spirit, aids in keeping the body fit. The more in the open the exercise is taken the better it is. An hour's work underneath the automobile will prove a much more effectual tonic than an hour's ride in the machine.

All exercise must be mixed also with a dose of common sense. It can be carried to the point of exhaustion. In an article on Sabbath observance in the *Homiletic Review,* John Archibald MacCallum says "It is a safe guess that golfers on public courses, who get up at 3 A. M. in order to place their bags in line for an early start, would be better off in health to stay in bed for an hour beyond their usual time for rising, and take a walk in the country with their children in the afternoon."

The proper observance of the Christian Sabbath offers a splendid opportunity for building the physical body in the strength it needs for its executive task. There is a physical and mental virtue in church attendance and the simpler form of exercises which good taste justifies for that day.

DIVISION OF TIME

The problem of personal efficiency for the leader of voluntary associations is not entirely a matter of physical condition. There are other vital problems which must be considered. How is his time going to be divided? What is going to be the attitude of his employer toward this work which he is doing outside? The wise employer should welcome it, providing it is kept in its proper place. It may be

doubted if he should be permitted to give of his employer's time to the organization he is interested in.

When one is employed in a store or office which is conveniently located he is almost sure to have personal or telephone calls regarding various matters connected with his organization. He will find his mind in confusion as to the proper procedure. Some employers will solve it for him by a general rule that employees are to give business hours to business, alone. If the employer does not do this the employee will do well to decide the matter for himself and not take business time for his personal matters.

In an experience covering more than a dozen years' work with various organizations the writer has come in contact with many different types of character in this regard. There are men who have been glad to have him run in at any time, regardless of business. Customers have been kept waiting while the church or club were discussed. Others have insisted on appointments before they would discuss the matter. Similarly some have dropped in at any time expecting to find opportunity to discuss matters. Others have first made appointments. It is now my opinion that more is accomplished by the man who divides his work and does not permit too ready access to him-

self. He has trained himself to take up each matter in its place and settled that before permitting another matter to come up. I have been refused appointments by very good friends of mine when I knew that it was not a personal matter but a matter of business and that my proposition would have proper consideration in its time.

The efficient man will guard his time in this way. It is not always an easy thing to do. There are many little tricks for getting rid of the individual who insists on talking to you. Men with secretaries have them call their attention to a supposed appointment to which they must hurry away. A button pressed with the foot notifies the secretary that you must get away gracefully. If you are alone a telephone call may be interpreted as a message to keep an appointment. I have often kept my car just at the door. Then when a visitor has stayed too long I have mentioned an appointment I must make and have invited him to ride to the corner with me. Having placed him safely at the corner I have circled the block and come back to my desk. Perhaps as good a way as any if one is alone is to say frankly, "I am very busy on some matter which has got to be attended to to-day. Can you come and see me this evening?" Or, "Could I see you on my way home to-night?" This protection of time

is a very important matter and one which the leader must work out to get the proper division.

FILING MATERIAL

Neither will the efficient man allow his desk to be littered with unassorted material having to do with his various organizations. Each item will go into its proper place. He will have a place in his files for each organization. An envelope filing cabinet makes a suitable file for the work of most organizations. In this he will keep his members, committees, reports and other matters connected with the organization. He will be as particular about having these in their right places as he is that his office shall be orderly and that business matter be properly filed.

Ellis Parker Butler tells very amusingly in *Gathering Goat Feathers* of his experiences with various associations. He gave much time to them and in return he was handed goat feathers. His experience of the crowding of business and earning occupation out of his life while he devoted himself to the voluntary associations has been repeated many times. It will continue to be repeated until men and women learn that this leading of a voluntary organization is a serious enough job to give thought and system to. Unless we use the same com-

mon sense in the use of time and systematizing of our resources that we do in our private professions and businesses we are going to reap more goat feathers than anything else.

KNOW YOUR ORGANIZATION

The third side of this personal efficiency has to do with the organization and your relation to it. If you have the body in the right shape, the mind in the attitude for your work and have properly divided your time, you will come to your organization prepared to really enjoy it. The business man says that he cannot enjoy his dinner at night unless he has left his desk clean. You cannot enjoy your lodge or club unless you have cleaned up other matters before you came to it.

The organization leader wants to know his organization. He will learn it through personal contact with men who know it better than he does. He will learn it through giving the necessary time to a study of the various reports and documents which come from headquarters. He will learn it through reading books on the subject. He will make it his hobby.

BOOKS

The leader will be a reader of books. Some of these will deal with his organization, its his-

tory and its genius. Others will deal with the general phases of executive leadership or studies in the lives of men. He will want a knowledge of history to get a right prospective on the work he has at hand. Then he will want to read the best in modern politics and economics to know what the pressing world problems of to-day are.

He owes it to his organization to know more than the ritual of the meetings. He should be a student of its history and be able to talk in an academic way of its problems. He should be as one "speaking with authority and not as the scribes." This spirit comes from full reading.

THE LARGER FIELD

Most organizations have state, national or even international bodies. The real leader will extend his knowledge by learning of these organizations and attending their convocations. He will want to talk with the men who are doing things in this world. At first he will say that he can't afford the time. The answer is that the only compensation one gets for voluntary service is the enrichment of his own life. Can he refuse to use opportunities which are his by virtue of his position to accomplish this enrichment?

CHAPTER XI

HANDLING THE SINEWS

They'll give a hundred sociables, cantatas, too, and teas;
They'll bake a thousand angel cakes, and tons of cream they'll freeze,
They'll beg and scrape and toil and sweat for seven years or more,
And then they'll start all o'er again, for a carpet on the floor.
No; it isn't just like digging out the money from your vest,
When the Ladies' Aid gets busy and says, "We'll pay the rest."

AUTHOR UNKNOWN.

THE financial accounting is one of the important parts of any organization. It is not *the* important part. Unduly exaggerated, it will handicap the vital work of the organization. The constant pleading for funds affects an organization as the constant talking of a disease affects the individual. Any organization which allows "money talk" to have a large place on its programs will lessen its respect in the eyes of the world. When the financial matters are handled in an orderly way and the

financial obligations are met as a normal part of existence the organization will acquire respect and character.

CREATING THE RIGHT CONSCIOUSNESS

The psychologist talks of creating the new consciousness in his subject. That is probably the first step in placing an organization on the right financial basis. The membership must appreciate just what its financial obligations are and learn to meet them as naturally as they meet their own obligations. We have been "beating around the bush" in this respect. Societies have dealt in raffles, fairs, sales, entertainments and a hundred other means of raising money rather than dealing directly with the people who are benefited by the organization and letting them pay for the benefits derived. Committees will go out of their way to draw a contribution from some man of supposed wealth rather than to put the matter up to their own members.

Most of us have been trained in the school of life's experience and we have learned to pay for what we get. We know that we must settle with the butcher, the grocer, the landlord and the doctor. Yet when we come together in societies it is oftentimes thought that we must find some magic way to finance the or-

ganization on the assumption that the membership cannot pay.

It would be well if all of our organizations, including the church, would be put on a "survival of the fittest" basis. Let the membership decide whether they are worth while or not. Let it go carefully over the expenses of maintenance and decide whether it is getting its money's worth. If it isn't, why not be honest and either try to make them worth what they cost or disband? The most needed thing in all organizations is an appreciation among our own memberships as to the social, material and spiritual value of the organizations and the realization of the responsibility to place them on a normal living basis.

BUDGET MAKING

The first step in the fulfillment of this creation is the making of a budget which will give the estimated cost of running the organization. It is a comparatively easy matter to accomplish this. Most items can be judged to within a few cents. Rents, taxes, fuel, clerical help, stationery, dues to the overhead organizations can all be estimated from the expenditures of the preceding years. An emergency fund may be created which will take care of any other expenses which may come up.

This budget when it is made up should be printed and distributed in the most effective way to all the members. This way will usually be by the United States Mail. Every member will then know just what the estimated expenses are and just where the money goes. One who has been an officer for a long time may assume that the members all know this anyway. Tests have shown that they do not. There is a woeful ignorance among our members as to the things the money goes for. There is always a question as to the salary or fees paid to the secretary if such fees are paid. The questioning of the various items sometimes becomes embarrassing. The quickest way to end all idle speculation is to publish the budget.

OPEN DIPLOMACY

Open diplomacy in financial matters is the best policy for organizations. Many bankrupt institutions have been put on their feet by merely adopting a spirit of fairness in dealing with the membership. "Where does all the money go?" is the cry. Show them where the money goes. If any goes where it ought not to go, there will probably be a shake-up. But if the budget is fairly made it will gain the support of every fair-minded man and woman. I have in mind an organization which three

years ago found it difficult to raise its annual budget of $3,000. To-day the same organization assumes a $10,000 budget and gets away with it easily. There is no secret to it. It is just letting its membership know where the money goes.

PAYMENT OF DUES

The most substantial means of carrying on the work of any organization is by the payment of dues. These will vary with the work of the organization from a dollar, or even less a year, to amounts several hundred times that much. These dues will be payable at stated periods. Lodges collect mostly in one annual payment. Other organizations will collect quarterly or monthly. The churches usually collect through a weekly contribution envelope. This weekly envelope system has revolutionized church finance. It has been one of the factors which have changed churches from the most insubstantial of financial institutions to the strongest. It is only fair to say that other factors have influenced this development. The greatest has been the new consciousness that churches are doing a worthwhile work, that ministers are entitled to a living wage, that the ethics commonly accepted by business houses in financial matters should be accepted by the church. Leaders of voluntary associations

would do well to study the financial system of some established church to see how they accomplish miracles by means of hundreds of small contributions given systematically.

Collection of dues require some kind of an accounting or bookkeeping system. It need not be elaborate but it should be accurate and comprehensive enough for ready reference.

1. First there is required a membership book which keeps a record of the payments on dues of the members. This may vary from a simple ledger where the members pay but once a year to a highly developed recording sheet when payments are made weekly. Lodges and clubs usually furnish the members with a receipt card when the dues are paid. Churches instead render quarterly statements showing the amounts paid during the quarter.

As the payments become more often and in smaller amounts, mistakes are going to creep in. Protests will be made on the quarterly. The endeavor will be to eliminate these mistakes but it seems difficult to secure 100 per cent. efficiency. I don't know as there is such a thing. When they come in, an honest attempt should be made to locate them. When they cannot be located it is well to remember Marshall Field's policy "The customer is always right."

2. Secondly, there is the treasurer's book

which records all receipts. Usually the membership book is kept by the secretary or financial secretary where there is such an official. He will keep the record of payments of dues. Then a lump sum will be turned over to the treasurer who will record it under the item.

Received from dues.....$.....

Other items received through the secretary will each be recorded separately.

PAYMENTS

All bills will be paid by the treasurer but only upon the order of the organization. Some societies keep a petty cash account for the payment of items under one dollar. These may be paid without a special order. Others insist that an order must be drawn for all expenditures though a number of items may be listed on one order.

All moneys should be banked and paid by check. It is the only safe and orderly way. Some years ago the writer had occasion to try and help the treasurer of a small church out with his account. The treasurer took him to his bed room. On a dresser were three cups. The first contained the church money. The second contained money of the grange of which he also was treasurer. The third contained

school money for he was also trustee of the local school district. He never struck a cash balance but insisted that the money was exact for he knew the three cups and though he had to make change from one to another at times it was always made exactly. It seemed impossible to change the system or to get a report. We finally succeeded in getting a report by suggesting that we have one printed for the year past and that he sign his name to each report. This appealed to his vanity enough to get the report for the first time in years.

The immediate availability of banks in most of our American towns has made such a system too expensive and cumbersome for any man to handle.

One of the best voucher (or order) and check system for voluntary associations is shown by the accompanying sketch. The voucher and check are attached. The voucher is to be made out by the secretary and countersigned by some duly authorized person. Then it goes to the treasurer. He makes out his check, date, amount and payee to correspond with the voucher. Besides placing an inoffensive check upon both secretary and treasurer this plan greatly simplifies the work of the auditing committee. The returned checks can be paired with their vouchers (all are numbered) and a balance easily reached.

No. Buffalo, N. Y. _____ 192

To the Treasurer of **Walden Presbyterian Church**

Pay to the order of _____ $ _____

_____ Dollars

For _____

COUNTERSIGNED

_____

_____ _____

MODERATOR CLERK

Walden Presbyterian Church No.

Buffalo, N. Y. _____ 192

Pay to the order of _____ $ _____

_____ Dollars

Walden Presbyterian Church

TO
LIBERTY BANK OF BUFFALO
GENESEE OFFICE

_____
TREASURER

SPECIAL FUNDS

At times funds are raised for special purposes. If a special committee does this work it usually chooses its own treasurer and handles its own money until it is discharged. At other times the special fund is handled through the club treasurer. He makes his deposit in his regular account, but keeps a different ledger account of this fund so that any sought information is immediately available.

REPORTS

The treasurer should be expected to make a report to the executive board quarterly or possibly monthly. And he should make a report to the organization at least once a year. This report should be distributed as thoroughly as the budget was distributed at the beginning of the year. It should be sufficiently in detail so that the members know just what the money is going for.

AUDITING REPORTS AND ACCOUNTS

All accounts are subject to quarterly, semi-annual or annual auditing. The treasurer should demand this for his own protection. The executive board should demand it for the good of the organization. The auditing com-

mittee will compare the secretary's books with those of the treasurer and check vouchers and expenditures. The cash balance will be compared with the bank balance.

BONDING THE TREASURER

We cannot say that this is a customary thing to do but it is a growing thing. The expense is small. $2.50 will pay the insurance on a $1,000 bond. It is a reasonable thing to do and the wise treasurer who is paid no salary for his work has a right to request that the organization accept a satisfactory bond. It gives an added precaution for the safety of the money while it is in the possession of the treasurer.

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